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ABSTRACT

This document presents the data appendixes generated by the University of Georgia Project R.O.M.E. (Results Oriented Management in Education) during the 1974-75 project year. The five appendixes are "The Final Set of 80 Verified Principal Competency Statements Classified by Functional Areas of Responsibility," "Functional Area Category Titles as Excerpted From the 80 Verified Competency Statements Classified by Functional Area of Responsibility," "A Summary of Statewide Verification Survey Results for the 885 Competencies and Performance Indicators Classified by Functional Areas of Responsibility," "Summary of Composite Means and Standard Deviations of Ratings of Competency Indicator Items Derived From the Principal Performance Description Survey--Principal Form Grouped by Functional Area of Responsibility," and "Summary of Descriptive Statistics for the Principal Performance Description Survey--External Observer Form Items for Total Sample." (Author/IRT)

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# RESULTS ORIENTED MANAGEMENT IN EDUCATION

Project R.O.M.E.

Data Appendices to Accompany

## FINAL REPORT

The Verification and Validation of Principal Competencies and Performance Indicators

Assessment Design—Procedures—Instrumentation—Field Test Results

ED 122788

Georgia State Department of Education/Thomas County, Georgia

College of Education, University of Georgia

1974-1975

EA 008 345

# RESULTS ORIENTED MANAGEMENT IN EDUCATION

Project R.O.M.E.

## The Verification and Validation of Principal Competencies and Performance Indicators

Assessment Design--Procedures--Instrumentation--Field Test Results

VOLUME II - Data Appendices

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1974 - 1975

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## PREFACE

This document described data appendices generated by the University of Georgia Project R.O.M.E. staff during the 1974-1975 project year that supplement the main project report, The Verification and Validation of Principal Competencies and Performance Indicators, Assessment Design--Procedures--Instrumentation--Field Test Results. The complete project report comprises three volumes. The first volume contains a description of research and development activities related to the following products: 1) the generation of performance indicators of public school principal competencies; 2) a report of a statewide survey utilizing practicing school principal judgments to develop a set of high-priority competency indicators; and 3) a report of the results of field testing the Georgia Principal Assessment System (developed as part of Project R.O.M.E. - Results Oriented Management in Education) to validate high-priority administrator competencies and performance indicators against meaningful school outcome measures. The third volume contains copies of all the instrumentation utilized in field testing the assessment system.

# APPENDIX A

## THE FINAL SET OF 80 VERIFIED PRINCIPAL COMPETENCY STATEMENTS CLASSIFIED BY FUNCTIONAL AREAS OF RESPONSIBILITY

## THE FINAL SET OF 30 VERIFIED PRINCIPAL COMPETENCY STATEMENTS

### Curriculum/Instruction (21)*

1. Includes interests of students in designing new curriculum.

2. Establishes curriculum committees to plan for the use of instructional materials.

5. Considers individual differences between students when developing instructional procedures.

8. Includes teachers in designing methods for evaluating instruction.

11. Makes use of standardized instruments when evaluating the educational program.

12. Maintains an adequate achievement testing program for diagnostic and educational purposes.

13. Periodically assesses the effectiveness of teaching methods.

17. Plans curriculum schedules that reflect staff curriculum organization (e.g., time, place, subject matter, staff).

19. Assists teachers in developing skills related to solving instructional problems.

20. Works with teachers in evaluating the instructional climate in the classroom.

24. Identifies alternative educational plans for students consistently failing as a result of regular classroom instruction.

25. Designs a curriculum which meets individual learner needs.

26. Utilizes laymen and experts for evaluating the school curriculum and instructional program.

27. Works with teachers in designing classroom environments conducive to learning.

28. Utilizes research evidence in the professional literature when planning educational programs.

30. Establishes appropriate procedures for evaluating progress toward instructional objectives.

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* Numbers in parentheses indicate total number of competencies in given functional area.

31. Plans student performance criteria in subject matter areas with teachers.

32. Includes parents, teachers, and students in planning educational programs.

37. Provides for teacher suggestions in designing new curricula.

39. Establishes procedures for modifying curriculum content and organization.

44. Assesses curriculum effectiveness.

Staff Personnel (14)

1. Assigns decision-making tasks to lower staff commensurate with their organizational responsibility.

4. Gathers information about teaching practices by observing teachers in classrooms.

5. Encourages staff to recognize and commend worthwhile accomplishments of students.

13. Plans to increase teachers' understanding of students by allowing teachers to review students' cumulative records.

18. Designs a system for involving teachers in evaluating the school's operation.

19. Trains teachers in the use of a variety of media (e.g., audio-visual equipment, library resources, etc.).

26. Invites staff participation in decision-making concerning school policies.

29. Interprets system decisions and priorities to the instructional and non-instructional staff.

42. Assists teachers in developing more effective practices for attaining instructional objectives.

45. Plans in-service training around the results of staff evaluation.

56. Interprets established salary schedules to staff.

61. Selects prospective employees according to established employment guidelines.

62. Advises teachers of individual student's rights and responsibilities.

69. Communicates to staff the importance of professional identification and development.

Student Personnel (19)

1. Plans conferences to interpret the professional evaluating of students, to parents, teachers, counselors.

2. Prioritizes student personnel problems needing solution.

3. Evaluates student activities program.

7. Schedules times to be available for informal interaction.

8. Plans an adequate counseling program for students using school counselors and/or academic advisors.

9. Collects follow-up information on former students to improve student personnel services.

10. Implements a system to achieve regular attendance by students.

14. Uses available community service agencies in planning a program to meet children's specila needs.

16. Evaluates the effectiveness of student personnel services.

17. Supports school activities program by active participation and attendance.

18. Maintains a system of child acoounting and attendance.

19. Identifies ways in which teachers can provide students with opportunities for self-evaluation.

20. Organizes guidance and counseling services for students.

22. Maintains cumulative records on students.

23. Plans a student information record system as part of the school guidance

25. Makes available to students occupational and educational information derived from community and professional sources.

26. Commends students who are involved in outstanding academic projects.

29. Plans pupil and parent orientation meetings for new students to familiarize them with schools.

31. Takes effective action on discipline matters requiring his intervention.

Support Management (2)

8. Informs staff of legal mandates that affect school operations.

31. Periodically inspects school plant facilities.

School-Community Interface (1)

9. Develops communication channels with parents and local community.

Fiscal Management (13)

4. Makes periodic financial reports as required by governmental agencies.

7. Projects staffing needs based on financial resources.

10. Makes recommendations for the improvement of physical facilities (e.g., classroom furnishings, building additions, grounds).

11. Makes decisions about instructional materials and equipment utilizing budgetary constraints.

13. Recommends financial budgets to local boards of education and other governmental agencies as required by law.

14. Purchases services and materials in accordance with the financial budget and with authorization of the board of education.

18. Provides superintendent with information needed for financial audits.

19. Uses budgetary guidelines to structure school activities.

23. Administers the school budget in accordance with legal requirements.

27. Prepares financial statements and reports as required to meet legal guidelines.

29. Maintains a bookkeeping and accounting system to meet State Department of Education requirements.

30. Delegates to appropriate persons responsibility to implement policies governing internal accounting.

System-Wide Policies and Operations (11)

3. Makes recommendations to superintendent concerning tenure or dismissal of staff members.

4. Organizes school staff in order to implement educational goals of the school system.

7. Utilizes board recommendations in revising educational plans.

8. Identifies program goals and objectives which are consistent with school district goals.

11. Clarifies decision-making responsibility to subordinates.

13. Makes recommendations to superintendent for the improvement of physical facilities (e.g., classroom furnishings, building additions, grounds).

19. Utilizes services of subject matter specialists assigned system-wide responsibilities.

21. Makes recommendations to superintendent concerning prospective employees.

27. Implements school board policies affecting school personnel.

28. Works with superintendent in planning district-wide educational goals.

32. Identifies existing problems in the school and relates to long range planning of the district.

# APPENDIX B

## FUNCTIONAL AREA CATEGORY TITLES AS EXCERPTED FROM THE 80 VERIFIED COMPETENCY STATEMENTS CLASSIFIED BY FUNCTIONAL AREAS OF RESPONSIBILITY

FUNCTIONAL AREA CATEGORY TITLES AS EXCERPTED
FROM THE 80 COMPETENCY STATEMENTS

CURRICULUM/INSTRUCTION

1. Student interest and the design of curricula
2. Curriculum committees and the use of instructional materials
5. Student differences and the development of instructional materials
8. Teachers and the design of instructional evaluation mathods
11. Standardized instruments and the evaluation of educational programs
12. Diagnostic and educational achievement testing program
13. Assessment of teaching method effectiveness
17. Staff organization and curriculum organization
19. Teacher instructional problem solving skills
20. Teacher evaluation of classroom instructional climate
24. Consistently failing students in regular classrooms and alternative educational plans
25. Student needs and curriculum design
26. External evaluation of school curricula and programs
27. Teachers and the design of classroom learning environments
28. Professional literature utilization and educational program design
30. Evaluation of student's progress toward instructional objectives
31. Teachers and student academic performance criteria
32. Parent, teacher, and student input and educational program design
37. Teacher input nad the design of curricula
39. Modification of curriculum content and organization
44. Assessment of curriculum effectiveness

STAFF PERSONNEL

1. Lower staff decision-making and organizational responsibility
4. Observation of classtoom teaching practices
5. Staff recognition and commendation of student accomplishments
13. Teacher understanding of students and student cumulative records
18. Teacher evaluation of school operations
19. Teacher use of instructional media
26. Staff participation in school policy decision-making
29. Staff and the interpretation of system decisions and priorities
42. Teacher and the development of instructional practices
45. Staff evaluation and in-service training
56. Staff salary schedule interpretation
61. Employee selection and employment guidelines
62. Teachers and student rights and responsibilities
69. Staff professional identification and development

PUPIL PERSONNEL

1. Parents, teachers, and counselors and the interpretation of student evaluation
2. Pupil personnel services and problems needing solution
3. Student activity program evaluation
7. Informal principal-student interaction
8. Professionally staffed student counseling program
9. Student follow-up information and pupil personnel services
10. Student attendance
14. Program for student's special needs and community service agencies
16. Effectiveness of pupil personnel services

17. Principal participation and attendance and school activities

18. Student accounting and attendance

19. Teachers and opportunities for student self-evaluation

20. Organization of pupil personnel services

22. Student cumulative records

23. Student information system and pupil personnel services

25. Student occupational and educational information and external sources

26. Commendation of student academic projects

29. Pupil and parent orientation to school

31. Principal involvement in student discipline

SUPPORT MANAGEMENT

8. School staff and information about legal mandates

31. Inspection of school plant facilities

SCHOOL-COMMUNITY INTERFACE

9. Communication with parents and local community

FISCAL MANAGEMENT

4. Required governmental financial reports

7. Financial resources and staffing needs

10. Recommendations for improvement of physical facilities

11. Budgetary limits and instructional materials and equipment

13. Legally required fiscal budgets

14. Authorized board of education budgets and the purchase of services and materials

18. Superintendent and fiscal audit information

19. Budgetary guidelines and school activities

23. School budget and legal requirements

27. Financial reports and legal guidelines

29. State Department of education requitrments bookkeeping and accounting

30. Delegation of authority for internal accounting

SYSTEM-WIDE POLICIES AND OPERATIONS

3. Superintendent and school staff tenure/dismissal

4. Organization of school staff and system educational goals

7. Board of education recommendations and the revision of educational goals

8. Compatibility of systems and school goals and objectives

11. Staff decision-making responsibility

13. Superintendent and recommendations for physical facility improvement

19. System assigned subject matter specialists

21. Superintendent and recommendation concerning prospective school employees

27. School board policies and school personnel

28. Superintendent and planning system educational goals

32. Long range system planning and current school problems

# APPENDIX C

## A SUMMARY OF STATEWIDE VERIFICATION SURVEY RESULTS FOR THE 885 COMPETENCIES AND PERFORMANCE INDICATORS CLASSIFIED BY FUNCTIONAL AREAS OF RESPONSIBILITY

FACT 1. Student Interests and the Design of Curriculum

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| ____ | 33.33 | 30.56 | 36.4 | 1. | Decides on which curriculum areas are in need of revision based upon student interest survey data. | 11.11 | 61.11 | 27.78 | ____ |
| *____ | 55.56 | 30.56 | 13.89 | 2. | Reviews student test data to determine need for new curricula. | 19.44 | 63.89 | 16.67 | ____ |
| *____ | 52.78 | 33.33 | 13.89 | 3. | Reviews community background, present programs, and current course offerings to determine need for new curricula. | 19.44 | 69.44 | 11.11 | ____ |
| ____ | 25.00 | 41.67 | 33.33 | 4. | Discusses student interests with students in informal meetings. | 19.44 | 61.11 | 19.44 | ____ |
| 11.11 | 22.22 | 33.33 | 33.33 | 5. | Assesses pre-registration data regarding elective courses as evidence of students interests. | 27.78 | 33.33 | 25.00 | 13.89 |
| 2.78 | 5.56 | 22.22 | 69.44 | 6. | Provides suggestion box for collecting expressions of student interests. | ____ | 50.00 | 47.22 | 2.78 |
| 2.78 | 16.67 | 22.22 | 58.33 | 7. | Discusses student interests with students in formal meetings. | 8.33 | 39.69 | 50.00 | 2.78 |
| ____ | 8.33 | 30.56 | 61.11 | 8. | Designs student interest survey form. | 2.78 | 36.11 | 61.11 | ____ |
| 5.56 | ____ | 16.67 | 77.78 | 9. | Plans for students to observe in other schools to gain ideas for new curricula. | 2.78 | 19.44 | 75.00 | 2.78 |

*This indicator was thought to be essential by at least 50% of the respondents or either essential or very important by 90% of the respondents.

CURRICULUM/INSTRUCTION

FACT 1. Student Interests and the Design of Curriculum

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| ____ | 19.44 | 47.22 | 33.33 | 10. | Appoints faculty committee to survey student interests. | 5.56 | 61.11 | 30.56 | 2.78 |
| ____ | 27.78 | 47.22 | 25.00 | 11. | Appoints teachers and students to serve on curriculum committee. | 16.67 | 58.33 | 25.00 | ____ |
| * ____ | 50.00 | 41.67 | 8.33 | 12. | Discusses student interests with teachers. | 50.00 | 44.44 | 5.56 | ____ |
| 2.78 | 11.11 | 44.44 | 41.67 | 13. | Formally surveys students' interests. | 5.56 | 58.33 | 33.33 | 2.78 |
| 2.78 | 2.78 | 22.22 | 72.22 | 14. | Appoints student committee to survey student interests. | 2.78 | 38.89 | 55.56 | 2.78 |

FACT 2. Curriculum Committees and the Use of Instructional Materials

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 2.94 | 8.82 | 41.18 | 47.06 | 1. | Appoints students to serve on curriculum committee. | 2.94 | 41.18 | 52.94 | 2.94 |
| 2.94 | 44.12 | 41.18 | 11.76 | 2. | Matches teacher qualifications with curriculum committee responsibilities. | 44.12 | 41.18 | 11.76 | 2.94 |
| * 2.94 | 70.59 | 20.59 | 5.88 | 3. | Appoints teachers to serve on curriculum committee. | 61.76 | 26.47 | 5.88 | 5.88 |
| 2.94 | 32.35 | 41.18 | 23.53 | 4. | Requests member from central office staff to serve on curriculum committee. | 32.35 | 41.18 | 20.59 | 5.88 |
| 2.94 | 8.82 | 41.18 | 47.06 | 5. | Serves as chairman of curriculum committee. | 11.76 | 50.00 | 35.29 | 2.94 |
| 2.94 | 47.06 | 38.24 | 11.76 | 6. | Schedules curriculum committee meetings to design ways in which instructional materials may be used. | 35.29 | 50.00 | 11.76 | 2.94 |
| * 2.94 | 61.76 | 29.41 | 5.88 | 7. | Works with curriculum committee to establish goals. | 50.00 | 44.12 | 2.94 | 2.94 |
| 2.94 | 23.53 | 44.12 | 29.41 | 8. | Requests parents to serve on curriculum committee. | 14.71 | 44.12 | 38.24 | 2.94 |
| 2.94 | 35.29 | 52.94 | 8.82 | 9. | Works with curriculum committee to establish evaluation procedures for new materials. | 26.47 | 58.82 | 11.76 | 2.94 |
| * 2.94 | 52.94 | 32.35 | 11.76 | 10. | Surveys current usage of instructional materials in schools. | 38.24 | 50.00 | 8.82 | 2.94 |
| | 17.65 | 61.76 | 20.59 | 11. | Requests teachers to volunteer to serve on curriculum | 20.59 | 58.82 | 20.59 | |
| 2.94 | 2.94 | 23.53 | 70.59 | 12. | Holds faculty elections for selecting teachers to serve on curriculum committee. | | 20.59 | 76.47 | 2.94 |

FACT 2. Curriculum Committees and the Use of Instructional Materials

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| *____ | 55.88 | 38.24 | 5.88 | 13. Evaluates effectiveness of instructional materials currently being used in school. | 38.24 | 55.88 | 5.88 | ____ |
| ____ | 41.18 | 47.06 | 11.76 | 14. Works with curriculum committee to establish feedback channels to other faculty and students. | 32.35 | 61.76 | 5.88 | ____ |

FACT 3. Student Differences and the Development of Instructional Materials

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 78.38 | 18.92 | 2.70 | 1. | Provides variety of instructional materials to meet individual student needs. | 62.16 | 32.43 | 5.41 | |
| * | 56.76 | 35.14 | 8.11 | 2. | Selects instructional materials based on individual student needs. | 40.54 | 45.95 | 13.51 | |
| * | 54.05 | 43.24 | 2.70 | 3. | Conducts student needs assessment. | 32.45 | 51.35 | 14.22 | |
| * | 54.05 | 35.14 | 10.81 | 4. | Plans class schedules to meet individual student needs. | 40.54 | 48.65 | 10.81 | |
| * | 70.27 | 21.62 | 8.11 | 5. | Orients staff to the need to take into account individual student differences. | 51.35 | 45.95 | 2.70 | |
| 8.11 | 8.11 | 40.54 | 43.24 | 6. | Employs CESA personnel to help plan curriculum programs based on student needs. | 13.51 | 35.14 | 43.24 | 8.11 |
| * | 45.95 | 45.95 | 8.11 | 7. | Evaluates student needs based on formal and informal teacher observations. | 35.14 | 56.76 | 8.11 | |
| * | 56.76 | 24.32 | 18.92 | 8. | Conducts vision and hearing screening tests. | 24.32 | 54.05 | 21.62 | |
| * | 37.84 | 59.46 | 2.70 | 9. | Plans a program to evaluate student abilities. | 27.03 | 67.57 | 5.41 | |
| | 40.54 | 40.54 | 18.92 | 10. | Designs curriculum program based on student ability groupings. | 29.73 | 54.05 | 16.22 | |
| 2.70 | 10.81 | 51.35 | 35.14 | 11. | Conducts follow-up studies of graduates to assess the degree to which the school met their needs. | 5.41 | 48.65 | 45.24 | 2.70 |
| | 43.24 | 43.24 | 13.51 | 12. | Considers student differences when assigning teachers to classes. | 45.95 | 43.24 | 10.81 | |

FACT 4. Teachers and the Design of Instructional Evaluation Methods

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| | | 33.33 | 50.00 | 16.67 | 1. Observes exemplary instructional evaluation systems at other schools. | 8.33 | 55.56 | 36.11 | |
| * | | 61.11 | 33.33 | 5.56 | 2. Discusses with faculty the design and use of instruments used to evaluate instructional programs. | 27.78 | 61.11 | 11.11 | |
| | 5.56 | 30.56 | 30.56 | 33.33 | 3. Establishes separate systems for evaluating instructional programs (student outcomes) and teaching effectiveness. | 11.11 | 47.22 | 36.11 | 5.56 |
| * | 2.78 | 50.00 | 36.11 | 11.11 | 4. Assesses teacher-implemented instructional evaluation programs. | 27.78 | 63.89 | 5.56 | 2.78 |
| | 2.78 | 25.00 | 33.33 | 38.89 | 5. Appoints a teacher committee to make decisions about instructional evaluation. | 11.11 | 50.00 | 36.11 | 2.78 |
| | | 41.67 | 44.44 | 13.89 | 6. Presents instructional and teaching effectiveness evaluation plans to teachers for their approval. | 25.00 | 50.00 | 25.00 | |
| * | | 75.00 | 22.22 | 2.78 | 7. Discusses with teachers those instructional skills for which they are to be held accountable. | 36.11 | 61.11 | 2.78 | |
| | | 33.33 | [illegible] | 22.22 | 8. Conducts survey of current school instructional evaluation practices. | 19.44 | 50.00 | 30.56 | |
| * | | 55.56 | 41.67 | 2.78 | 9. Discusses program evaluation methods with faculty. | 33.33 | 55.56 | 11.11 | |
| | | 30.56 | 52.78 | 16.67 | 10. Identifies alternative ways of evaluating instructional programs. | 16.67 | 58.33 | 25.00 | |

FACT 4. Teachers and the Design of Instructional Evaluation Methods

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * 2.78 | 50.00 | 41.67 | 5.56 | 11. | Selects most appropriate methods for evaluating instructional program and teaching effectiveness. | 27.78 | 52.78 | 16.67 | 2.78 |
| 2.78 | 36.11 | 36.11 | 25.00 | 12. | Assigns responsibilities for developing instructional evaluation instruments to individual subject matter departments. | 16.67 | 47.22 | 30.56 | 5.56 |
| * 2.78 | 50.00 | 36.11 | 11.11 | 13. | Plans an instructional evaluation system. | 19.44 | 52.78 | 25.00 | 2.78 |

FACT 5. Standardized Instruments and the Evaluation of Educational Program

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 10.53 | 15.26 | 55.26 | 18.42 | 1. | Compares results of school, city, and state testing programs. | 7.89 | 65.79 | 18.42 | 7.89 |
| 2.63 | 44.74 | 39.47 | 13.16 | 2. | Requires teachers to periodically review student cumulative records. | 21.05 | 55.26 | 21.05 | 2.63 |
| 2.63 | 28.95 | 39.47 | 28.95 | 3. | Decides on which areas of instructional programs are to be evaluated with standardized instruments. | 7.89 | 57.89 | 31.58 | 2.63 |
| 2.63 | 31.58 | 34.21 | 31.58 | 4. | Monitors administration of school testing program. | 21.05 | 57.89 | 18.42 | 2.63 |
| 2.63 | 21.05 | 47.37 | 28.95 | 5. | Evaluates instructional program using the school's standardized test results. | 15.79 | 63.16 | 18.42 | 2.63 |
| 2.63 | 36.84 | 34.21 | 26.32 | 6. | Collects data on the appropriateness of the various instruments included in the testing program. | 21.05 | 50.00 | 23.68 | 2.63 |
| 2.63 | 28.95 | 44.74 | 23.68 | 7. | Plans in-service program for teachers on the design of instructional procedures based on test results. | 13.16 | 52.63 | 34.21 | ____ |
| 5.26 | 26.32 | 42.11 | 26.32 | 8. | Contrasts standardized test results with teachers' judgments. | 21.05 | 50.00 | 23.68 | 5.26 |
| * ____ | 44.74 | 47.37 | 7.89 | 9. | Discusses results of school testing program with teachers. | 26.32 | 63.16 | 10.53 | ____ |

FACT 6. Diagnostic and Educational Achievement Testing Program

| | IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| | | 25.71 | 42.86 | 31.43 | 1. | Employs consultant to evaluate testing program. | 17.14 | 40.00 | 37.14 | 5.71 |
| * | | 77.14 | 14.29 | 8.57 | 2. | Maintains safe, secure, and confidential records of test data. | 80.00 | 20.00 | | |
| | | 42.86 | 45.71 | 11.43 | 3. | Plans student diagnostic and educational achievement testing program with teachers. | 31.43 | 60.00 | 8.57 | |
| | | 42.86 | 42.86 | 14.29 | 4. | Monitors implementation of testing program. | 34.29 | 62.86 | 2.86 | |
| * | | 74.29 | 25.71 | | 5. | Requests teachers to identify students in need of special diagnostic testing. | 62.86 | 34.29 | | 2.86 |
| | | 48.57 | 40.00 | 11.43 | 6. | Plans in-service program for teachers on diagnostic use of test results. | 37.14 | 48.57 | 14.29 | |
| | 2.86 | 11.43 | 31.43 | 54.29 | 7. | Appoints test selection committee. | 5.71 | 25.71 | 68.57 | |
| * | | 57.14 | 42.86 | | 8. | Discusses test recults with teachers. | 54.29 | 40.00 | 5.71 | |
| | | 11.43 | 51.43 | 37.14 | 9. | Appoints teacher committee to evaluate existing testing program. | 5.71 | 45.71 | 48.57 | |
| | | 31.43 | 57.14 | 11.43 | 10. | Identifies diagnostic and educational achievement tests currently being used in the school. | 20.00 | 65.71 | 14.29 | |
| * | | 48.57 | 42.86 | 8.57 | 11. | Evaluates degree to which currently used tests are measuring school objectives. | 22.86 | 57.14 | 20.00 | |

FACT 6. Diagnostic and Educational Achievement Testing Program

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| 2.86 | 25.71 | 34.29 | 37.14 | 12. Decides which diagnostic and educational achievement tests are to be used in school. | 14.29 | 34.29 | 51.43 | ___ |
| ___ | 42.86 | 34.29 | 22.86 | 13. Reports school test results to central office. | 40.00 | 51.43 | 8.57 | ___ |

FACT 7. Assessment of Teaching Method Effectiveness

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 5.26 | 5.26 | 42.11 | 47.37 | 1. | Evaluates teaching effectiveness using student test data. | 5.26 | 50.00 | 42.11 | 2.63 |
| 2.63 | 10.53 | 34.21 | 52.63 | 2. | Collects informal data concerning student attitudes toward teachers. | 7.89 | 47.37 | 42.11 | 2.63 |
| | 47.37 | 18.42 | 34.21 | 3. | Completes teacher effectiveness evaluation form. | 21.05 | 52.63 | 26.32 | |
| 2.63 | 42.11 | 23.68 | 31.58 | 4. | Discusses with teachers and students results of classroom observations. | 23.68 | 47.37 | 26.32 | 2.63 |
| 2.63 | 2.63 | 26.32 | 68.42 | 5. | Gathers teachers' peer evaluations of teaching method effectiveness. | 7.89 | 23.68 | 65.79 | 2.63 |
| 5.26 | [illegible] | 10.53 | 81.58 | 6. | Administers teacher evaluation forms to students. | 2.63 | 15.79 | 76.32 | 5.26 |
| * | 81.58 | 15.79 | 2.63 | 7. | Plans individual teacher conferences to discuss their instructional effectivneess. | 47.37 | 50.00 | 2.63 | |
| * | 89.47 | 10.53 | | 8. | Periodically observes teacher-student classroom interaction. | 68.42 | 31.58 | | |
| * 2.63 | 55.26 | 34.21 | 7.89 | 9. | Selects most appropriate procedures for assessing teaching method effectiveness. | 29.47 | 47.37 | 10.53 | 2.63 |
| 2.63 | 26.32 | 52.63 | 18.42 | 10. | Collects teacher self-evaluations of teaching method effectiveness | 15.79 | 55.26 | 26.32 | 2.63 |

FACT 8. Staff Organization and Curriculum Organization

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * 3.03 | 63.64 | 21.21 | 12.12 | 1. | Assesses extent to which master schedules reflect the optimal use of staff resources. | 33.33 | 54.55 | 9.09 | 3.03 |
| * ____ | 36.36 | 60.61 | 3.03 | 2. | Collects data on staff and curriculum organization needs. | 21.21 | 75.76 | 3.03 | ____ |
| * ____ | 36.36 | 60.61 | 3.03 | 3. | Requests recommendations from departments concerning the master schedule. | 18.18 | 75.76 | 6.06 | ____ |
| * ____ | 63.64 | 33.33 | 3.03 | 4. | Designs curriculum organization for the optimal utilization of staff. | 30.30 | 66.67 | 3.03 | ____ |
| ____ | 9.09 | 48.48 | 42.42 | 5. | Appoints a faculty committee to plan master schedule. | 15.15 | 51.52 | 33.33 | ____ |
| 3.03 | 33.33 | 54.55 | 9.09 | 6. | Decides appropriate allocation of time during school day for various subject matter areas. | 12.12 | 66.67 | 18.18 | 3.03 |

FACT 9. Teacher Instructional Problem Solving Skills

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * | | 60.00 | 37.14 | 2.68 | 1. Plans in-service training to help teachers develop skills necessary for solving instructional problems. | 42.86 | 54.29 | 2.86 | |
| * | | 62.86 | 28.57 | 8.57 | 2. Observes teachers in classrooms in order to identify instructional problem solving skills needing improvement. | 45.71 | 42.86 | 11.43 | |
| | | 40.00 | 37.14 | 22.86 | 3. Assists teachers in interpreting test results. | 25.71 | 57.14 | 17.14 | |
| | | 37.14 | 51.43 | 11.43 | 4. Employs consultants (CESA, central office staff, etc.) to conduct workshops on teacher instructional problem solving skills. | 25.71 | 54.29 | 20.00 | |
| | | 28.57 | 60.00 | 11.43 | 5. Decides on most effective methods to be used in improving teacher instructional problem solving skills. | 20.00 | 68.57 | 11.43 | |
| | | 20.00 | 51.43 | 28.57 | 6. Schedules released time for teachers to observe teaching methods in other schools. | 5.71 | 37.14 | 57.14 | |
| | | 25.71 | 45.71 | 28.57 | 7. Collects literature on various effective methods of instruction. | 20.00 | 57.14 | 22.86 | |
| | | 45.71 | 40.00 | 14.29 | 8. Provides a professional library for teachers. | 51.43 | 45.71 | 2.86 | |
| | | 37.14 | 48.57 | 14.29 | 9. Collects teacher suggestions concerning the selection of effective materials and methods. | 42.86 | 51.43 | 5.71 | |
| | 2.86 | 20.00 | 42.86 | 34.29 | 10. Suggests tests to aid teachers in identifying instructional problem areas. | 14.29 | 42.86 | 40.00 | 2.86 |

FACT 9. Teacher Instructional Problem Solving Skills

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 2.86 | 37.14 | 40.00 | 20.00 | 11. | Collects needs assessment data from teachers in order to identify skills necessary to solve instructional problems. | 22.86 | 45.71 | 28.57 | 2.86 |
| * 2.86 | 42.86 | 51.43 | 2.86 | 12. | Periodically discusses classroom goals with teachers. | 25.71 | 68.57 | 2.86 | 2.86 |
| 2.86 | 40.00 | 45.71 | 11.43 | 13. | Systematically evaluates teacher instructional problem solving skills. | 25.71 | 60.00 | 11.43 | 2.86 |

FACT 10. Teacher Evaluation of Classroom Instruction Climate

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| | ____ | 26.32 | 42.11 | 31.58 | 1. Conducts teacher opinion survey to evaluate the instructional climate. | 7.89 | 76.32 | 15.79 | ____ |
| | ____ | 28.95 | 47.37 | 23.68 | 2. Discusses student perceptions of classroom instructional climate with teachers. | 18.42 | 68.42 | 13.16 | ____ |
| * | ____ | 60.53 | 23.68 | 15.79 | 3. Discusses problems in evaluating classroom instructional climate with teachers. | 42.11 | 57.89 | ____ | ____ |
| | 2.63 | 10.53 | 52.63 | 34.21 | 4. Conducts student opinion survey to evaluate instructional climate. | 7.89 | 42.11 | 47.37 | 2.63 |
| | ____ | 39.47 | 44.74 | 15.79 | 5. Plans in-service program for teachers on the diagnosis of student behavior. | 31.58 | 42.11 | 26.32 | ____ |
| * | ____ | 71.05 | 26.32 | 2.63 | 6. Evaluates instructional climate by observing in the classroom. | 65.79 | 28.95 | 5.26 | ____ |
| | ____ | 15.79 | 39.47 | 44.74 | 7. Selects standardized instruments to evaluate classroom climate. | 7.89 | 52.63 | 39.47 | ____ |
| | 2.63 | 13.16 | 50.00 | 34.21 | 8. Designs a checklist to assess classroom instructional climate. | 7.89 | 52.63 | 36.84 | 2.63 |
| | 5.26 | 10.53 | 50.00 | 34.21 | 9. Collects materials on the evaluation of classroom instructional climate. | 5.26 | 60.53 | 28.95 | 5.26 |

FACT 11. Consistently Failing Students in Regular Classrooms and Alternatives

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 50.00 | 44.12 | 5.88 | 1. | Discusses problems of specific consistently failing students with teachers. | 52.94 | 38.24 | 8.82 | |
| | 38.24 | 44.12 | 17.65 | 2. | Plans an assessment system for the identification of consistently failing students. | 26.47 | 50.00 | 23.53 | |
| * | 38.24 | 52.94 | 8.82 | 3. | Identifies the needs of consistently failing students by conducting a needs assessment. | 23.53 | 61.76 | 14.71 | |
| | 47.06 | 41.18 | 11.76 | 4. | Determines areas in which existing programs are not meeting needs of consistently failing students. | 29.41 | 52.94 | 11.76 | 5.88 |
| 2.94 | 26.47 | 35.29 | 35.29 | 5. | Appoints a staff committee to advise and plan a program to meet needs of failing students. | 11.76 | 32.35 | 52.94 | 2.94 |
| * 2.94 | 52.94 | 38.24 | 5.88 | 6. | Encourages teachers to try new and innovative teaching methods in helping the consistently failing students. | 50.00 | 44.12 | 2.94 | 2.94 |
| 2.94 | 29.41 | 35.29 | 32.35 | 7. | Appoints committee to visit other schools to observe special programs offered for consistently failing students. | 11.76 | 32.35 | 52.94 | 2.94 |
| * 2.94 | 38.24 | 52.94 | 5.88 | 8. | Evaluates alternative plans for meeting the needs of consistently failing students. | 20.59 | 55.88 | 20.59 | 2.94 |
| 2.94 | 32.35 | 44.12 | 20.59 | 9. | Identifies community services that can assist the consistently failing student. | 23.53 | 55.88 | 17.65 | 2.94 |
| 2.94 | 17.65 | 32.35 | 47.06 | 10. | Employs outside consultants to design programs for consistently failing students in regular classrooms. | 17.65 | 32.35 | 47.06 | 2.94 |

FACT 11. Consistently Failing Students in Regular Classrooms and Alternatives

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 2.94 | 38.24 | 44.12 | 14.71 | 11. | Reviews professional literature to learn about methods for working with the consistently failing students. | 29.41 | 52.94 | 14.71 | 2.94 |
| 2.94 | 44.12 | 29.41 | 23.53 | 12. | Refers consistently failing students for psycho-educational appraisal. | 38.24 | 41.18 | 17.65 | 2.94 |
| 2.94 | 23.53 | 38.24 | 35.29 | 13. | Observes practices in other schools to structure programs for consistently failing students. | 17.65 | 50.00 | 29.41 | 2.94 |

FACT 12. Student Needs and Curriculum Design

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * 8.33 | 58.33 | 30.56 | 2.78 | 1. | Encourages teachers to plan individualized instructional programs. | 44.44 | 47.22 | | 8.33 |
| 13.89 | 13.89 | 27.78 | 44.44 | 2. | Plans school program using data on admission requirements of college of vocational schools. | 5.56 | 41.67 | 36.11 | 16.67 |
| 8.33 | 47.22 | 33.33 | 11.11 | 3. | Plans for individualized instructional programs. | 41.67 | 41.67 | 8.33 | 8.33 |
| * 8.33 | 63.89 | 27.78 | | 4. | Provides a variety of instructional programs to meet individual learner needs. | 50.00 | 38.89 | 2.78 | 8.33 |
| 8.33 | 36.11 | 41.67 | 13.89 | 5. | Appoints a staff committee to assess learner needs. | 16.67 | 55.56 | 19.44 | 8.33 |
| *11.11 | 50.00 | 30.56 | 8.33 | 6. | Selects diagnostic procedures to aid in the identification of student needs. | 33.33 | 44.44 | 11.11 | 11.11 |
| 8.33 | 41.67 | 41.67 | 8.33 | 7. | Assesses the degree to which the curriculum is individualized. | 27.78 | 52.78 | 11.11 | 8.33 |
| * 8.33 | 50.00 | 36.11 | 5.56 | 8. | Designs curriculum based on results of needs assessment. | 36.11 | 47.22 | 8.33 | 8.33 |
| * 8.33 | 52.78 | 30.56 | 8.33 | 9. | Conducts a follow-up study to determine the extent to which school curricula have met student needs. | 22.22 | 44.44 | 25.00 | 8.33 |
| 11.11 | 16.67 | 41.67 | 30.56 | 10. | Identifies learner needs by conducting teacher survey. | 2.78 | 50.00 | 36.11 | 11.11 |
| | 25.00 | 47.22 | 27.78 | 11. | Collects information from community on learner needs. | 11.11 | 50.00 | 38.89 | |
| 2.78 | 33.33 | 44.44 | 19.44 | 12. | Conducts a student needs assessment to identify learner needs. | 13.89 | 44.44 | 38.89 | 2.78 |

FACT 13. External Evaluation of School Curriculum Program

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| ____ | 47.37 | 42.11 | 10.53 | 1. | Decides which aspects of school curriculum and program are to be evaluated. | 23.68 | 60.53 | 15.79 | ____ |
| ____ | 44.74 | 34.21 | 21.05 | 2. | Arranges for Central Office Personnel to visit and evaluate the school's program. | 26.32 | 50.00 | 23.68 | ____ |
| ____ | 31.58 | 47.37 | 21.05 | 3. | Formally surveys community opinion towards all aspects of the school's programs and curriculum. | 10.53 | 44.44 | 44.74 | ____ |
| ____ | 28.95 | 50.00 | 21.05 | 4. | Encourages community participation in school evaluation activities. | 10.53 | 50.00 | 39.47 | ____ |
| ____ | 13.16 | 28.95 | 57.89 | 5. | Appoints committee of community members to assess student outcomes and make recommendations for program changes. | 5.26 | 36.84 | 57.89 | ____ |
| ____ | 18.42 | 42.11 | 39.47 | 6. | Plans for the inclusion of community members in designating a school evaluation program. | 7.89 | 47.37 | 44.74 | ____ |
| ____ | 21.05 | 47.37 | 31.58 | 7. | Employs outside consultant to evaluate school program and curriculum. | 10.53 | 42.11 | 47.37 | ____ |
| ____ | 44.74 | 36.84 | 18.42 | 8. | Formally evaluates school programs outside accrediting agencies (e.g., Southern Association, etc.). | 31.58 | 52.63 | 15.79 | ____ |
| ____ | 18.42 | 34.21 | 47.37 | 9. | Meets regularly with parents and community members to obtain evaluative information about new curricular changes. | 10.53 | 47.37 | 42.11 | ____ |

FACT 14. Teachers and the Design of Classroom Learning Environments

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * 2.70 | 54.05 | 37.84 | 5.41 | 1. | Discusses with teachers characteristics of environment conducive to learning. | 40.54 | 57.35 | 5.41 | 2.70 |
| 2.70 | 8.11 | 48.65 | 40.54 | 2. | Schedules released time for staff to visit other schools to observe classroom learning environments. | 5.41 | 35.14 | 56.76 | 2.70 |
| * 2.70 | 70.27 | 24.32 | 2.70 | 3. | Visits classrooms to observe classroom learning environments. | 48.65 | 48.65 | | 2.70 |
| 2.70 | 32.43 | 43.24 | 21.62 | 4. | Employs specialists to help teachers design better classroom learning environments. | 27.03 | 35.14 | 35.19 | 2.70 |
| 2.70 | 27.03 | 48.65 | 21.62 | 5. | Encourages teachers to use student assistance in the development of classroom learning environments conducive to learning. | 18.92 | 64.86 | 13.51 | 2.70 |
| 2.70 | 29.73 | 51.35 | 16.22 | 6. | Periodically assesses changes made by teachers in their classroom learning environments. | 13.51 | 72.97 | 10.81 | 2.70 |
| 2.70 | 27.03 | 45.95 | 24.32 | 7. | Informs teachers of relevant professional literature. | 32.43 | 54.05 | 10.81 | 2.70 |
| * 2.70 | 54.05 | 37.84 | 5.41 | 8. | Judges which teachers need help in designing better classroom environments. | 24.32 | 72.97 | | 2.70 |
| 2.70 | 13.51 | 48.65 | 35.14 | 9. | Schedules opportunities for inter-class visitations by teachers to observe different learning environments. | 10.81 | 56.76 | 29.73 | 2.70 |

FACT 14. Teachers and the Design of Classroom Learning Environments

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 2.70 | 21.62 | 43.24 | 32.43 | 10. | Encourages development of colorful and meaningful bulletin boards. | 32.43 | 51.35 | 13.51 | 2.70 |
| 2.70 | 27.03 | 54.05 | 16.22 | 11. | Works with teachers in designing learning and interest centers as part of the classroom learning environment. | 24.32 | 56.26 | 13.51 | 5.41 |
| 2.70 | 27.03 | 51.35 | 18.92 | 12. | Encourages students to assist in developing classroom environments conducive to learning. | 21.62 | 70.27 | 5.41 | 2.70 |
| 5.41 | 43.24 | 40.54 | 10.81 | 13. | Informs teachers of available classroom resource material. | 40.54 | 48.65 | 5.41 | 5.41 |

FACT 15. Professional Literature Utilization and Educational Program Design

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| ____ | 11.43 | 51.43 | 37.14 | 1. | Employs consultant to help design programs using new research evidence. | 5.71 | 54.29 | 37.14 | 2.86 |
| ____ | 22.86 | 60.00 | 17.14 | 2. | Plans in-service programs with staff to discuss recent, relevant research findings. | 17.14 | 51.43 | 28.57 | 2.86 |
| ____ | 14.29 | 48.57 | 37.14 | 3. | Organizes study groups departmentally to review relevant research literature. | 8.57 | 42.86 | 45.71 | 2.86 |
| 2.86 | 14.29 | 45.71 | 37.14 | 4. | Selects most relevant research to be incorporated in the designing of new educational programs. | 17.14 | 37.14 | 40.00 | 5.71 |
| ____ | 8.57 | 48.57 | 42.86 | 5. | Encourages teachers to report on outstanding professional articles to other staff. | 5.71 | 57.14 | 37.14 | ____ |
| ____ | 11.43 | 54.29 | 34.29 | 6. | Periodically communicates new research findings to staff. | 11.43 | 65.71 | 22.86 | ____ |
| ____ | 37.14 | 48.57 | 14.29 | 7. | Establishes a library containing professional literature for faculty. | 31.43 | 62.86 | 2.86 | 2.86 |
| ____ | 20.00 | 57.14 | 22.86 | 8. | Plans curriculum based on new research evidence reported in professional literature. | 17.14 | 54.29 | 25.71 | 2.86 |
| ____ | 17.14 | 68.57 | 14.29 | 9. | Collects information on new research and methods in education. | 20.00 | 51.43 | 25.71 | 2.86 |
| ____ | 14.29 | 60.00 | 25.71 | 10. | Evaluates new materials and methods being used in other systems through observation. | 14.29 | 42.86 | 42.86 | ____ |

FACT 16. Evaluation of Students Progress Toward Instructional Objectives

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| | 38.89 | 22.22 | 38.89 | 1. | Collects follow-up information from graduates on the extent to which the school met their educational objectives. | 25.00 | 33.33 | 41.67 | |
| | 38.89 | 44.44 | 16.67 | 2. | Contrasts standardized achievement test data against instructional objectives of the school. | 27.78 | 55.56 | 16.67 | |
| | 41.67 | 33.33 | 25.00 | 3. | Identifies relevant evaluation data to be collected by working with guidance personnel. | 33.33 | 41.67 | 25.00 | |
| * | 50.00 | 44.44 | 5.56 | 4. | Discusses with teachers which procedures for evaluating both short and long range instructional objectives are to be employed. | 47.22 | 38.89 | 13.89 | |
| * | 75.00 | 22.22 | 2.78 | 5. | Maintains a system for continuous recording of achievement test data, grades, and other evaluative information. | 75.00 | 22.22 | 2.78 | |
| 2.78 | 36.11 | 41.67 | 19.44 | 6. | Discusses with students their instructional objectives. | 30.56 | 44.44 | 22.22 | 2.78 |
| * | 58.33 | 27.78 | 13.89 | 7. | Plans a system for evaluating student progress toward instructional objectives. | 44.44 | 33.33 | 22.22 | |
| | 19.44 | 47.22 | 33.33 | 8. | Surveys student opinion about personal progress toward achieving educational objectives using student self-evalaution instrument. | 13.89 | 50.00 | 36.11 | |
| | 44.44 | 44.44 | 11.11 | 9. | Discusses with teachers, students informal evaluation of instructional objectives. | 30.56 | 50.00 | 19.44 | |

CURRICULUM/INSTRUCTION

FACT 16. Evaluation of Students Progress Toward Instructional Objectives

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| *____ | 50.00 | 47.22 | 2.78 | 10. | Periodically evalautes student achievement using standardized tests. | 38.89 | 52.78 | 8.33 | ____ |
| *____ | 55.56 | 27.78 | 16.67 | 11. | Decides what methods are to be used in evaluating progress toward instructional objectives. | 44.44 | 38.89 | 16.67 | ____ |

FACT 17. Teachers and Student Academic Performance Criteria

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 61.11 | 27.78 | 11.11 | 1. | Evaluates the effectiveness of both subjective and objective grading procedures. | 44.44 | 36.11 | 19.44 | |
| * | 63.89 | 27.78 | 8.33 | 2. | Discusses student performance criteria with teachers at grade level and/or departmental meetings. | 41.67 | 38.89 | 19.44 | |
| * | 50.00 | 30.56 | 19.44 | 3. | Determines most important student outcomes to be evaluated. | 44.44 | 33.33 | 22.22 | |
| * 2.78 | 66.67 | 25.00 | 5.56 | 4. | Formulates grading practices with teachers. | 55.56 | 27.78 | 13.89 | 2.78 |
| * | 50.00 | 27.78 | 22.22 | 5. | Collects suggestions concerning student performance criteria from teaching staff. | 41.67 | 33.33 | 25.00 | |
| | 33.33 | 50.00 | 16.67 | 6. | Formulates student performance criteria with teachers using standardized test results. | 27.78 | 47.22 | 25.00 | |
| | 22.22 | 44.44 | 33.33 | 7. | Appoints a faculty committee to develop academic performance criteria. | 19.44 | 36.11 | 44.44 | |
| | 41.67 | 44.44 | 13.89 | 8. | Discusses student performance criteria with teachers in individual conferences. | 36.11 | 52.78 | 11.11 | |
| * | 86.11 | 11.11 | 2.78 | 9. | Encourages teachers to consider individual differences when evaluating student progress. | 72.22 | 25.00 | | 2.78 |
| | 41.67 | 36.11 | 22.22 | 10. | Develops a variety of grading techniques with teachers. | 33.33 | 41.67 | 25.00 | |
| * 2.78 | 38.89 | 52.78 | 5.56 | 11. | Discusses minimally acceptable academic performance standards with teachers. | 33.33 | 55.56 | 8.33 | 2.78 |

FACT 18. Parent, Teacher, and Student Input and Educational Program Design

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| | | 40.54 | 35.14 | 24.32 | 1. Surveys parental and student opinions when planning new educational programs. | 18.92 | 45.95 | 35.14 | |
| * | | 51.35 | 24.32 | 24.32 | 2. Determines which educational programs need revision based on parent, teacher, and student input. | 21.62 | 48.65 | 29.73 | |
| * | | 45.95 | 45.95 | 8.11 | 3. Discusses educational program changes with parents. | 24.32 | 59.46 | 16.22 | |
| | | 8.11 | 40.54 | 51.35 | 4. Plans educational programs with parents and students in group meetings. | 5.41 | 45.95 | 48.65 | |
| * | | 59.46 | 32.43 | 8.11 | 5. Plans new educational programs with central office personnel. | 33.14 | 62.16 | 2.70 | |
| | | 8.11 | 56.76 | 35.14 | 6. Appoints a parent-teacher advisory committee to recommend changes in the educational program. | 10.81 | 45.95 | 43.24 | |
| | | 32.43 | 40.54 | 27.08 | 7. Evaluates the effectiveness of parent, student, and teacher input in designing educational programs. | 10.81 | 56.76 | 32.43 | |
| * | | 72.97 | 18.92 | 8.11 | 8. Discusses educational program changes with teachers. | 64.86 | 29.73 | 5.41 | |
| | | 21.62 | 48.65 | 29.73 | 9. Designs a needs assessment survey to be sent to parents, teachers, and students. | 5.41 | 40.54 | 54.05 | |
| | | 27.03 | 43.24 | 29.73 | 10. Discusses educational program changes with students. | 21.62 | 48.65 | 29,73 | |

FACT 18. Parent, Teacher, and Student Input and Educational Program Design

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 2.70 | 35.14 | 37.84 | 24.32 | 11. | Delegates authority for planning educational programs to individual teachers. | 40.54 | 37.84 | 18.92 | 2.70 |
| ____ | 43.24 | 43.24 | 13.51 | 12. | Formulates new educational program with staff in regular meetings. | 35.14 | 54.05 | 10.81 | ____ |

FACT 19. Teacher Input and the Design of Curricula

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| | | 12.12 | 66.67 | 21.21 | 1. Arranges for teachers to visit other schools to obtain new curriculum ideas. | 12.12 | 33.33 | 54.55 | |
| | | 21.21 | 57.58 | 21.21 | 2. Determines desirable curriculum changes from teacher suggestions. | 18.18 | 78.79 | 3.03 | |
| | | 48.48 | 39.39 | 12.12 | 3. Schedules regular staff meetings to discuss curriculum | 33.33 | 60.61 | 6.06 | |
| * | | 51.52 | 39.39 | 9.09 | 4. Determines desirable curriculum changes based on classroom observation information, teacher discussion, etc. | 33.33 | 57.58 | 9.09 | |
| | | 15.15 | 57.58 | 27.27 | 5. Gathers lists of curriculum change priorities from teachers. | 12.12 | 68.64 | 24.24 | |
| | | 39.39 | 36.36 | 24.24 | 6. Organizes in-service teacher sessions devoted to the design of curriculum. | 24.24 | 48.48 | 27.27 | |
| | | 12.12 | 36.36 | 51.52 | 7. Collects teacher suggestions for changes in curriculum at regularly scheduled meetings. | 6.06 | 51.52 | 36.36 | 6.06 |
| | | 15.15 | 51.52 | 33.33 | 8. Assesses extent to which teacher suggestions are incorporated in curricula design. | 9.09 | 66.67 | 24.24 | |
| | | 39.39 | 45.45 | 15.15 | 9. Employs specialists to lead in-service training in curriculum design for teachers. | 30.30 | 51.52 | 18.18 | |
| * | | 51.52 | 36.36 | 12.12 | 10. Encourages teachers to generate new curriculum ideas. | 42.42 | 57.58 | | |

FACT 19. Teacher Input and the Design of Curricula

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| ____ | 24.24 | 48.48 | 27.27 | 11. Establishes a staff advisory curriculum committee. | 18.18 | 48.48 | 30.30 | 3.03 |
| ____ | 12.12 | 66.67 | 21.21 | 12. Schedules teacher meetings to work out a mutually agreed-upon, prioritized list of curriculum changes. | 3.03 | 72.73 | 24.24 | ____ |

FACT 20. Modification of Curriculum Content and Organization

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 84.21 | 15.79 | | 1. | Encourages teachers to work together in modifying curriculum. | 71.05 | 28.95 | | |
| * | 55.26 | 31.58 | 13.16 | 2. | Schedules released time for teachers to plan for and revise courses during regular school day. | 39.47 | 42.11 | 18.42 | |
| | 21.05 | 50.00 | 28.95 | 3. | Collects suggestions from business and community sources on modifying curriculum content. | 7.89 | 47.37 | 44.74 | |
| | 23.68 | 42.11 | 34.21 | 4. | Employs consultants to evaluate existing curriculum programs. | 7.89 | 52.63 | 39.47 | |
| * | 60.53 | 21.05 | 18.42 | 5. | Organizes faculty committees to evaluate curriculum content. | 39.47 | 47.37 | 13.16 | |
| 2.63 | 21.05 | 36.84 | 39.47 | 6. | Collects information from graduates on the extent to which the school's curriculum met their needs. | 18.42 | 36.84 | 42.11 | 2.63 |
| * | 60.53 | 28.95 | 10.53 | 7. | Determines curriculum areas needing modification. | 52.63 | 39.47 | 7.89 | |
| * | 76.32 | 15.79 | 7.89 | 8. | Schedules staff meetings to discuss curriculum content areas where modification is needed. | 55.26 | 42.11 | 2.63 | |
| * | 60.53 | 36.84 | 2.63 | 9. | Assesses extent to which curriculum content is perceived as being relevant by students, teachers, and business and community members. | 34.21 | 55.26 | 10.53 | |
| 2.63 | 23.68 | 57.89 | 15.79 | 10. | Reviews student cumulative records to determine where curriculum modification is needed. | 21.05 | 52.63 | 23.68 | 2.63 |

FACT 20. Modification of Curriculum Content and Organization

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 50.00 | 42.11 | 7.89 | 11. | Appoints faculty committee to review curriculum content and organization and recommend needed changes. | 21.05 | 71.05 | 7.89 | |
| | 5.26 | 36.84 | 57.89 | 12. | Appoints a committee of parents to evaluate curriculum content. | 5.26 | 26.32 | 68.42 | |

FACT 21. Assessment of Curriculum Effectiveness

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 3.03 | 21.21 | 42.42 | 33.33 | 1. | Designs follow-up studies on graduates to assess curriculum effectiveness. | 6.06 | 45.45 | 42.42 | 6.06 |
| ____ | 18.18 | 57.58 | 24.24 | 2. | Collects information about teacher opinions of curriculum effectiveness. | 12.12 | 66.67 | 21.21 | ____ |
| ____ | 27.27 | 57.58 | 15.15 | 3. | Selects methods to increase staffs' effectiveness in planning and teaching curriculum content. | 18.18 | 63.64 | 18.18 | ____ |
| ____ | 48.48 | 36.36 | 15.15 | 4. | Compares results of curriculum evaluation to school objectives. | 27.27 | 57.58 | 15.15 | ____ |
| 6.06 | 9.09 | 36.36 | 48.48 | 5. | Discusses curriculum content and organization with graduates and dropouts. | ____ | 45.45 | 45.45 | 9.09 |
| ____ | 18.18 | 42.42 | 39.39 | 6. | Evaluates curriculum effectiveness using data contained in students' cumulative records. | 12.12 | 54.55 | 33.33 | ____ |
| *____ | 54.55 | 39.59 | 6.06 | 7. | Discusses curriculum content and roganization with staff. | 30.30 | 66.67 | 3.03 | ____ |
| ____ | 12.12 | 48.48 | 39.39 | 8. | Employs consultants to evaluate curriculum effectiveness. | 6.06 | 42.42 | 48.48 | 3.03 |
| ____ | 21.21 | 60.61 | 18.18 | 9. | Evaluates curriculum effectiveness using standardized test results. | 24.24 | 57.58 | 18.18 | ____ |

STAFF PERSONNEL

FACT 22. Lower Staff Decision-Making and Organizational Responsibility

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 10.53 | 39.47 | 28.95 | 21.05 | 1. | Delegates authority for busing operation to responsible individual (e.g., teachers, Assistant Principal, etc.) | 39.47 | 36.84 | 13.16 | 10.53 |
| * | 47.37 | 44.17 | 7.89 | 2. | Periodically meets with staff to discuss and evaluate assignments. | 31.58 | 60.53 | 7.89 | |
| * | 78.95 | 21.05 | | 3. | Discusses duties and responsibilities with staff prior to assignment. | 57.89 | 39.47 | 2.63 | |
| * | 68.42 | 23.68 | 7.89 | 4. | Matches personnel with list of task responsibilities. | 63.16 | 34.21 | 2.63 | |
| | 36.84 | 47.37 | 15.79 | 5. | Solicits teacher volunteers for school committees. | 34.21 | 57.89 | 7.89 | |
| * 2.63 | 63.16 | 23.68 | 10.53 | 6. | Delegates authority for classroom operation to teacher according to system policies. | 60.53 | 31.58 | 2.63 | 2.63 |
| * | 76.32 | 21.05 | 2.63 | 7. | Selects personnel for specific job functions on the basis of staff abilities and skills and requirements of tasks to be assigned. | 68.42 | 26.32 | 5.26 | |
| 5.26 | 15.79 | 23.68 | 55.26 | 8. | Appoints class sponsor. | 13.16 | 34.21 | 50.00 | 2.63 |
| | 28.95 | 28.95 | 42.11 | 9. | Schedules delegated authority for hall monitoring to teachers. | 28.95 | 34.21 | 36.84 | |
| | 44.74 | 44.74 | 10.53 | 10. | Delegates authority to clerk for maintaining financial records and implementing accounting procedures. | 55.26 | 31.58 | 13.16 | |

STAFF PERSONNEL

FACT 22. Lower Staff Decision-Making and Organizational Responsibilities

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 71.05 | 23.68 | 5.26 | 11. | Makes himself available for conferences to staff members with decision-making authority. | 68.42 | 26.32 | 5.26 | |
| * | 71.05 | 26.32 | 2.63 | 12. | Delegates authority for lunch room operation to lunch room manager according to system policies. | 73.68 | 26.32 | | |
| 2.63 | 39.47 | 42.11 | 15.79 | 13. | Appoints lead teachers. | 34.21 | 44.74 | 18.42 | 2.63 |
| * 2.63 | 50.00 | 21.05 | 26.32 | 14. | Informs staff members of assigned authority via memo, newsletter, letter, or other written communication. | 44.74 | 34.21 | 18.42 | 2.63 |
| | 42.11 | 18.42 | 39.47 | 15. | Appoints playground supervisor. | 42.11 | 23.68 | 31.58 | 2.63 |
| * 2.63 | 73.68 | 21.05 | 2.63 | 16. | Delegates authority for operation of library to librarian. | 73.68 | 21.05 | 2.63 | 2.63 |

STAFF PERSONNEL

FACT 23. Observation of Classroom Teaching Practices

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| | 39.39 | 27.27 | 33.33 | 1. | Makes unannounced visits to classrooms. | 33.33 | 42.42 | 24.24 | |
| * | 69.70 | 18.18 | 12.12 | 2. | Discusses results of classroom observations with individual teachers. | 54.55 | 36.36 | 9.09 | |
| | 12.12 | 63.64 | 24.24 | 3. | Makes visits to other schools to observe teaching practices. | 9.09 | 45.45 | 42.42 | 3.03 |
| | 36.36 | 42.42 | 21.21 | 4. | Evaluates teachers' classroom functioning using classroom observation data. | 15.15 | 66.67 | 15.15 | 3.03 |
| 3.03 | 6.06 | 48.48 | 42.42 | 5. | Collects data using structured classroom observation instruments. | 3.03 | 51.52 | 36.36 | 9.09 |
| 6.06 | 18.18 | 51.52 | 24.24 | 6. | Selects from available classroom observation instruments those best fitting the purposes of teacher observations. | 12.12 | 60.61 | 21.21 | 6,06 |
| 3.03 | 3.03 | 60.61 | 33.33 | 7. | Discusses results of classroom observation in other schools with staff at faculty meetings. | 3.03 | 42.42 | 51.52 | 3.03 |
| | 36.36 | 39.39 | 24.24 | 8. | Periodically reviews teachers' lesson plans to assess their compatability with system instructional goals. | 30.30 | 33.33 | 33.33 | 3.03 |
| 3.03 | 18.18 | 51.52 | 27.27 | 9. | Makes announced visits to classrooms (without specifying purpose to teachers). | 15.15 | 48.48 | 33.33 | 3.03 |
| | 24.24 | 48.48 | 27.27 | 10. | Compares teachers' instructional practices to teachers' lesson plans. | 21.21 | 54.55 | 21.21 | 3.03 |

STAFF PERSONNEL

FACT 23. Observation of Classroom Teaching Practices

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| ____ | 9.09 | 48.48 | 42.42 | 11. | Periodically reviews teachers' lesson plans to assess their completeness. | 3.03 | 57.58 | 33.33 | 6.06 |
| ____ | 9.09 | 48.48 | 42.42 | 12. | Regularly checks lesson plans. | 9.09 | 39.39 | 48.48 | 3.03 |
| 3.03 | 45.45 | 33.33 | 18.18 | 13. | Schedules times for observing individual teachers in the classroom. | ____ | ____ | ____ | ____ |
| ____ | 30.30 | 54.55 | 15.15 | 14. | Designs a system for observing teaching practices. | 21.21 | 60.61 | 18.18 | ____ |

FACT 24. Staff Recognition and Commendation of Student Accomplishments

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| ____ | 30.56 | 50.00 | 19.44 | 1. | Suggests teachers use media to publicize student recognition. | 33.33 | 41.67 | 25.00 | ____ |
| ____ | 30.56 | 47.22 | 22.22 | 2. | Plans awards assembly and/or program. | 25.00 | 58.33 | 16.67 | ____ |
| ____ | 19.44 | 63.89 | 16.67 | 3. | Appoints teachers to committee for establishing procedures for commending student achievements. | 13.89 | 55.56 | 30.56 | ____ |
| ____ | 38.89 | 47.22 | 13.89 | 4. | Encourages staff recognition of students by commending student achievements via intercom, bulletin board displays, etc. | 44.44 | 38.89 | 16.67 | ____ |
| 5.56 | 13.89 | 41.67 | 38.89 | 5. | Gathers information concerning the proportion of staff members recognizing and commending student accomplishments. | 13.89 | 41.67 | 36.11 | 8.33 |
| 2.78 | 27.78 | 55.56 | 13.89 | 6. | Chooses the most appropriate methods for encouraging staff to recognize and commend student accomplishments. | 25.00 | 50.00 | 22.22 | 2.78 |
| ____ | 19.44 | 47.22 | 33.33 | 7. | Sends memo to teachers encouraging their recognition of student achievements. | 19.44 | 41.67 | 38.89 | ____ |
| ____ | 16.67 | 52.78 | 30.56 | 8. | Periodically evaluates teacher methods used to commend student achievements. | 16.67 | 50.00 | 33.33 | ____ |
| 2.78 | 13.89 | 50.00 | 33.33 | 9. | Involves students in student achievement commendation process. | 16.67 | 41.67 | 38.89 | 2.78 |

FACT 24. Staff Recognition and Commendation of Student Accomplishments

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * 2.78 | 33.33 | 63.89 | ____ | 10. Encourages teachers to use in-class methods to highlight student achievements. | 33.33 | 47.22 | 19.44 | ____ |
| ____ | 38.89 | 41.67 | 19.44 | 11. Commends teachers formally and informally for recognizing student achievements. | 30.56 | 52.78 | 16.67 | ____ |

STAFF PERSONNEL

FACT 25. Teacher Understanding of Students and Student Cumulative Records

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 73.68 | 21.05 | 5.26 | 1. | Discusses with teachers information to be entered in permanent records. | 50.00 | 42.11 | 7.89 | |
| * | 52.63 | 31.58 | 15.79 | 2. | Collects information from teachers on whether they can correctly interpret data in student cumulative records. | 28.95 | 57.89 | 13.16 | |
| * | 52.63 | 21.05 | 26.32 | 3. | Distributes permanent folders to teachers at beginning of year. | 47.37 | 31.58 | 21.05 | |
| * | 60.53 | 28.95 | 10.53 | 4. | Discusses with teachers the necessity of being "objective" in using permanent records. | 47.37 | 41.74 | 7.89 | |
| 2.63 | 44.74 | 44.74 | 7.89 | 5. | Selects appropriate methods for increasing teachers' understanding and interpretation of information in student cumulative records. | 31.58 | 57.89 | 7.89 | 2.63 |
| | 34.21 | 39.47 | 26.32 | 6. | Reviews each folder to determine if pertinent material has been entered into record. | 28.95 | 44.74 | 26.32 | |
| * | 63.16 | 34.21 | 2.63 | 7. | Discusses with teachers the importance of "confidentiality" of records. | 55.26 | 34.21 | 10.53 | |
| 2.63 | 31.58 | 52.63 | 13.16 | 8. | Plans methods for increasing teachers' understanding and interpretation of information in student cumulative records. | 23.68 | 60.53 | 10.53 | 2.63 |
| * | 60.53 | 26.32 | 13.16 | 9. | Discusses with teachers policies for keeping permanent records. | 47.37 | 42.11 | 10.53 | |

FACT 25. Teacher Understanding of Students and Student Cumulative Records

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * | ____ | 47.37 | 44.74 | 7.89 | 10. Meets with teachers periodically to discuss individual children. | 39.47 | 57.89 | 2.63 | ____ |
| * | ____ | 57.89 | 36.84 | 5.26 | 11. Discusses with teachers the importance of keeping records up to date and complete. | 47.37 | 47.37 | 5.26 | ____ |
| * | ____ | 71.05 | 23.68 | 5.26 | 12. Makes records available to teachers at all times. | 76.32 | 18.42 | 5.26 | ____ |
| * | ____ | 63.16 | 23.68 | 13.16 | 13 Distributes policy statement to teachers about the keeping of permanent records. | 47.37 | 36.84 | 15.79 | ____ |

STAFF PERSONNEL

FACT 26. Teacher Evaluation of School Operation

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 2.78 | 44.44 | 44.44 | 8.33 | 1. | Compares the results of teachers' evaluations of the schools' operation to the educational goals of the system. | 13.89 | 66.67 | 16.67 | 2.78 |
| * 2.78 | 61.11 | 33.33 | 2.78 | 2. | Encourages teacher feedback on school operations in faculty/department/grade level meetings. | 58.33 | 38.89 | | 2.78 |
| 5.56 | 38.89 | 38.89 | 16.67 | 3. | Schedules released time for teachers to participate on county wide evaluation committee. | 16.67 | 50.00 | 27.78 | 5.56 |
| 2.78 | 44.44 | 44.44 | 8.33 | 4. | Selects appropriate methods for involving teachers in the evaluation of school operations. | 22.22 | 63.89 | 11.11 | 2.78 |
| 2.78 | 30.56 | 52.78 | 13.89 | 5. | Asks teachers to specify ways in which they can contribute to evaluation of the school. | 30.56 | 55.56 | 11.11 | 2.78 |
| 11.11 | 27.78 | 33.33 | 27.78 | 6. | Collects faculty ratings of the school according to state standards. | 13.89 | 38.89 | 36.11 | 11.11 |
| 2.78 | 27.78 | 44.44 | 25.00 | 7. | Establishes a teacher committee to evaluate the school's operation. | 13.89 | 52.78 | 30.56 | 2.78 |
| 16.67 | 8.33 | 22.22 | 52.78 | 8. | Plans a system of benefits for those involved in evaluating the school's operation. | 2.78 | 33.33 | 47.22 | 16.67 |
| 2.78 | 25.00 | 47.22 | 25.00 | 9. | Conducts a teacher opinion poll on the strengths and weaknesses of school operations. | 8.33 | 63.89 | 25.00 | 2.78 |
| 22.22 | 2.78 | 8.33 | 66.67 | 10. | Asks teachers in one department to evaluate operations in another department. | 2.78 | 2.78 | 75.00 | 19.44 |

STAFF PERSONNEL

FACT 27. Teacher Use of Instructional Media

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| ____ | 31.43 | 40.00 | 28.57 | 1. | Assesses the degree to which various training programs increase teachers' understanding and use of instructional media. | 11.43 | 60.00 | 25.71 | 2.86 |
| ____ | 28.57 | 57.14 | 14.29 | 2. | Assigns system media specialists to train teachers in the use of available educational media. | 22.86 | 40.00 | 37.14 | ____ |
| ____ | 42.86 | 42.86 | 14.29 | 3. | Conducts in-service training sessions to familiarize teachers with the variety and uses of available educational media. | 25.71 | 57.14 | 17.14 | ____ |
| 2.86 | 34.29 | 48.57 | 14.29 | 4. | Publishes a list of available educational media to facilitate educational practices. | 22.86 | 57.14 | 20.00 | ____ |
| 5.71 | 31.43 | 51.43 | 11.43 | 5. | Assigns library and/or audio-visual personnel in the school to assist in training teachers in the use of media. | 34.29 | 48.57 | 14.[illegible] | 2.86 |
| 2.86 | 17.14 | 68.57 | 11.43 | 6. | Selects appropriate methods for training teachers in the use of instructional media. | 11.43 | 62.86 | 25.71 | ____ |
| 2.86 | 11.43 | 54.29 | 31.43 | 7. | Sends teachers to media education programs and workshops at surrounding educational institutions (e.g., voc.-ed. schools, nearby colleges, etc.). | 8.57 | 48.57 | 42.86 | ____ |
| 2.86 | 17.14 | 54.29 | 25.71 | 8. | Identifies available educational resources and training programs existing outside the school to train teachers in the use of media. | 11.43 | 54.29 | 34.29 | ____ |
| 11.43 | 17.14 | 54.29 | 17.14 | 9. | Organizes training programs to increase teachers' knowledge of instructional media. | 5.71 | 57.14 | 28.57 | 8.57 |

STAFF PERSONNEL

FACT 28. Staff Participation in School Policy Decision-Making

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 47.37 | 52.63 | | 1. | Evaluates effects of staff participation in formulating school operation policies. | 23.68 | 63.16 | 13.16 | |
| * | 71.05 | 23.68 | 5.26 | 2. | Communicates to staff the importance of their participation in school policy decision-making. | 57.89 | 39.47 | 2.63 | |
| | 47.37 | 36.84 | 15.79 | 3. | Appoints staff advisory committee to establish school policies. | 21.05 | 60.53 | 18.42 | |
| | 21.05 | 42.11 | 36.84 | 4. | Solicits anonymous suggestions concerning school policies from certified and non-certified personnel. | 21.05 | 42.11 | 36.84 | |
| | 47.37 | 42.11 | 10.53 | 5. | Designs methods for increasing staff participation in school policy decision-making. | 26.32 | 71.05 | 2.63 | |
| | 34.21 | 36.84 | 28.95 | 6. | Appoints staff committee to edit, rewrite, and evaluate school policy handbook. | 15.79 | 55.26 | 28.95 | |
| | 15.79 | 42.11 | 42.11 | 7. | Collects ideas for possible policy changes by administering questionnaires. | 15.79 | 42.11 | 42.11 | |
| | 39.47 | 34.21 | 26.32 | 8. | Decides which school policy areas are of legitimate staff concern. | 28.95 | 55.26 | 15.79 | |
| * | 57.89 | 21.05 | 21.05 | 9. | Writes set of school policy statements and develops handbook. | 34.21 | 47.37 | 18.42 | |
| | 23.68 | 28.95 | 47.37 | 10. | Solicits anonymous suggestions concerning school policies from students. | 7.89 | 42.11 | 50.00 | |

FACT 29. Staff and the Interpretation of System Policies and Priorities

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 64.71 | 29.41 | 5.88 | 1. | Assesses staffs' understanding of system policies and priorities. | 41.18 | 55.88 | 2.94 | |
| * 2.94 | 52.94 | 26.47 | 17.65 | 2. | Discusses system policies and decisions with individual staff members. | 32.35 | 55.88 | 8.82 | 2.94 |
| | 44.12 | 38.24 | 17.65 | 3. | Designs methods and procedures for interpreting system policies and priorities to staff. | 23.53 | 58.82 | 17.65 | |
| * | 61.76 | 32.35 | 5.88 | 4. | Discusses system policies and priorities with staff. | 41.18 | 52.94 | 5.88 | |
| | 41.18 | 35.29 | 23.53 | 5. | Conducts staff meetings devoted to the interpretation of system policies and priorities. | 29.41 | 55.88 | 14.71 | |
| | 35.29 | 47.06 | 17.65 | 6. | Selects most appropriate methods and procedures for increasing staffs' understanding of system policies and priorities. | 26.47 | 55.88 | 17.65 | |
| | 47.06 | 17.65 | 35.29 | 7. | Distributes memos to teachers stating system policies and priorities. | 41.18 | 23.53 | 35.29 | |
| * | 64.71 | 20.59 | 14.71 | 8. | Obtains information regarding current system priorities and policies. | 44.12 | 44.12 | 11.76 | |
| | 41.18 | 38.24 | 20.59 | 9. | Discusses consequences of not following system policies with staff. | 23.53 | 44.12 | 32.35 | |
| 8.82 | 32.35 | 47.06 | 11.76 | 10. | Assesses the extent to which staffs' actions reflect their understanding of system policies and priorities. | 23.53 | 52.94 | 14.71 | 8.82 |

FACT 30. Teachers and the Development of Instructional Practices

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| | ____ | 35.14 | 54.05 | 10.81 | 1. Schedules released time for teachers to attend in-service training. | 21.62 | 64.86 | 13.51 | ____ |
| * | ____ | 64.86 | 24.32 | 10.81 | 2. Discusses instructional objectives with individual teachers. | 40.54 | 51.35 | 8.11 | ____ |
| | ____ | 48.65 | 40.54 | 10.81 | 3. Surveys teachers' expressed needs for developing more effective instructional practices to attain educational objectives. | 32.43 | 54.05 | 13.51 | ____ |
| * | ____ | 67.57 | 24.32 | 8.11 | 4. Provides necessary teaching aids. | 59.46 | 35.14 | 5.41 | ____ |
| * | ____ | 43.24 | 51.35 | 5.41 | 5. Selects appropriate methods for assisting teachers in developing more effective practices for attaining instructional objectives. | 21.62 | 70.27 | 8.11 | ____ |
| | ____ | 32.43 | 43.24 | 24.32 | 6. Assesses the effectiveness of training methods used for assisting teachers in attaining instructional objectives. | 13.51 | 56.76 | 29.73 | ____ |
| | ____ | 27.03 | 45.95 | 27.03 | 7. Assigns the curriculum director to assist teachers in attaining instructional objectives. | 13.51 | 48.65 | 37.84 | ____ |
| | ____ | 13.51 | 43.24 | 43.24 | 8. Provides released time for teachers to observe in other classrooms and schools. | 5.41 | 37.84 | 54.05 | 2.70 |
| * | ____ | 48.65 | 43.24 | 8.11 | 9. Collects information concerning teaching practices by observing teachers in the classroom. | 37.84 | 54.05 | 8.11 | ____ |

FACT 30. Teachers and the Development of Instructional Practices

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * 2.70 | 62.16 | 24.32 | 10.81 | 10. | Informs teachers of available instructional resources. | 43.24 | 48.65 | 5.41 | 2.70 |
| * 2.70 | 81.08 | 10.81 | 5.41 | 11. | Provides each teacher with a curriculum guide. | 59.46 | 32.43 | 2.70 | 5.41 |
| 2.70 | 48.65 | 40.54 | 8.11 | 12. | Develops in-service training programs to assist teachers in attaining instructional objectives. | 32.43 | 54.05 | 10.81 | 2.70 |
| * 2.70 | 59.46 | 18.92 | 18.92 | 13. | Supervises teachers in the classroom. | 40.54 | 43.24 | 13.51 | 2.70 |
| * 2.70 | 59.46 | 32.43 | 5.41 | 14. | Schedules teacher meetings by grade level or department to discuss instructional practices. | 27.03 | 59.46 | 10.81 | 2.70 |
| 5.41 | 13.51 | 51.35 | 29.73 | 15. | Employs outside consultants to develop in-service programs. | 5.41 | 59.46 | 32.43 | 2.70 |
| * 2.70 | 51.35 | 29.73 | 16.22 | 16. | Develops a system in which teachers work cooperatively in implementing instructional objectives. | 27.03 | 56.76 | 10.81 | 5.41 |

STAFF PERSONNEL

FACT 31. Staff Evaluation and In-Service Training

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * 2.78 | 36.11 | 58.33 | 2.78 | 1. | Evaluates attainment of in-service training objectives. | 19.44 | 72.22 | 5.56 | 2.78 |
| 2.78 | 33.33 | 52.78 | 11.11 | 2. | Determines departmental roles and responsibilities for in-service training. | 16.67 | 63.89 | 16.67 | 2.78 |
| 2.78 | 38.89 | 50.00 | 8.33 | 3. | Schedules times for both individual and group in-service training. | 19.44 | 63.89 | 13.89 | 2.78 |
| * 2.78 | 52.78 | 36.11 | 8.33 | 4. | Conducts needs assessment of professional educational staff. | 16.67 | 58.33 | 22.22 | 2.78 |
| * 2.78 | 69.44 | 22.22 | 5.56 | 5. | Communicates results of staff evaluation to staff members. | 38.89 | 47.22 | 11.11 | 2.78 |
| 2.78 | 33.33 | 41.67 | 22.22 | 6. | Appoints a committee to develop in-service training programs based on staff needs. | 22.22 | 52.78 | 22.22 | 2.78 |
| 2.78 | 36.11 | 50.00 | 11.11 | 7. | Identifies training materials and resources to facilitate staff training. | 16.67 | 63.89 | 16.67 | 2.78 |
| 2.78 | 44.44 | 38.89 | 13.89 | 8. | Develops procedures for evaluating in-service training programs. | 22.22 | 50.00 | 25.00 | 2.78 |
| * 2.78 | 50.00 | 33.33 | 13.89 | 9. | Assigns available specialists to work with staff at in-service training sessions. | 30.56 | 58.33 | 8.33 | 2.78 |
| 2.78 | 33.33 | 44.44 | 19.44 | 10. | Plans for "exemplary" teachers to demonstrate skills, make presentations, etc. | 16.67 | 50.00 | 30.56 | 2.78 |

STAFF PERSONNEL

FACT 31. Staff Evaluation and In-Service Training

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| ____ | 44.44 | 41.67 | 13.89 | 11. | Structures priorities for in-service training using needs assessment data. | 19.44 | 72.22 | 8.33 | ____ |
| ____ | 22.22 | 44.44 | 33.33 | 12. | Outlines self-evaluation procedures to be used during the course of in-service training. | 11.11 | 58.33 | 30.56 | ____ |

FACT 32. Staff Salary Schedule Interpretation

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 69.70 | 18.18 | 12.12 | 1. | Provides staff with written information concerning salary schedules. | 48.48 | 42.42 | 9.09 | |
| * | 54.55 | 30.30 | 15.15 | 2. | Seeks clarification from central office concerning salary schedules. | 30.30 | 42.42 | 3.03 | |
| 6.06 | 3.03 | 30.30 | 60.61 | 3. | Assigns staff members to salary schedule review committee. | 3.03 | 12.12 | 78.79 | 6.06 |
| 3.03 | 3.03 | 45.45 | 48.48 | 4. | Determines whether individual or group salary schedule interpretation would be most effective. | | 33.33 | 57.58 | 9.09 |
| 3.03 | 30.30 | 51.52 | 15.15 | 5. | Explains rate and hour compensation requirements to non-certified staff. | 15.15 | 48.48 | 24.24 | 12.12 |
| | 6.06 | 48.48 | 45.45 | 6. | Organizes meetings with staff for interpreting salary schedules. | 9.09 | 33.33 | 51.52 | 6.06 |
| | 45.45 | 39.39 | 15.15 | 7. | Requests established salary schedules from central office. | 24.24 | 39.39 | 33.33 | 3.03 |
| | 18.18 | 39.39 | 42.42 | 8. | Assesses staff's understanding of salary schedules. | 9.09 | 45.45 | 45.45 | |
| 9.09 | 3.03 | 18.18 | 69.70 | 9. | Assigns staff members to salary schedule interpretation committee. | 3.03 | 18.18 | 66.67 | 12.12 |

STAFF PERSONNEL

FACT 33. Employee Selection and Employee Guidelines

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * | 57.89 | 39.47 | 2.63 | 1. Reviews prospective employee applications in central office files. | 34.21 | 42.11 | 21.05 | 2.63 |
| 5.26 | 34.21 | 55.26 | 2.63 | 2. Assesses the effectiveness of employee selection methods on the school's operation. | 18.42 | 63.16 | 10.53 | 7.89 |
| * | 68.42 | 23.68 | 7.89 | 3. Selects most qualified personnel from available applications. | 60.53 | 26.32 | 10.53 | 2.63 |
| * | 78.95 | 21.05 | | 4. Interviews prospective employees. | 73.68 | 18.42 | 7.89 | |
| * 2.63 | 39.47 | 52.63 | 2.63 | 5. Develops personnel selection priorities using system guidelines and school needs. | 42.11 | 44.74 | 10.53 | 2.63 |
| | 36.84 | 44.74 | 18.42 | 6. Writes job description according to system guidelines. | 28.95 | 44.74 | 26.32 | |
| * | 52.63 | 47.37 | | 7. Selects employees by matching applicant qualifications to job descriptions. | 36.84 | 44.74 | 15.79 | 2.63 |
| * 2.63 | 71.05 | 23.68 | 2.63 | 8. Informs central office of employee selection decisions. | 63.16 | 21.05 | 13.16 | 2.63 |
| * | 55.26 | 34.21 | 10.53 | 9. Requests central office to schedule appointments for tentatively selected employees. | 47.37 | 31.58 | 21.05 | |

STAFF PERSONNEL

FACT 34. Teachers and Student Rights and Responsibilities

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| | | 39.47 | 50.00 | 10.53 | 1. Obtains information on teachers' knowledge of student rights and responsibilities. | 26.32 | 42.11 | 31.58 | |
| * | | 42.11 | 50.00 | 7.89 | 2. Chooses appropriate methods for informing teachers of student rights and responsibilities. | 31.58 | 55.26 | 13.16 | |
| | 2.63 | 18.42 | 50.00 | 28.95 | 3. Discusses student rights and responsibilities at school assembly. | 10.53 | 57.89 | 28.95 | 2.63 |
| | | 54.21 | 50.00 | 15.79 | 4. Devises procedures for increasing teachers' knowledge of student rights and responsibilities. | 21.05 | 57.89 | 21.05 | |
| | | 21.05 | 55.26 | 23.68 | 5. Assesses the extent to which teachers' actions reflect their understanding of student rights and responsibilities. | 10.53 | 63.16 | 26.32 | |
| | | 44.74 | 42.11 | 13.16 | 6. Interprets new policies affecting studnet rights and responsibilities to faculty and staff. | 28.95 | 60.53 | 10.53 | |
| * | | 84.21 | 13.16 | 2.63 | 7. Provides each teacher with a copy of system-wide school policy handbooks. | 65.79 | 31.58 | 2.63 | |
| | | 10.53 | 52.63 | 36.84 | 8. Conducts in-service training on student rights and responsibilities. | 2.63 | 55.26 | 42.11 | |
| | | 34.21 | 47.37 | 18.42 | 9. Discusses school and system-wide policies related to student rights at faculty meetings. | 18.42 | 60.53 | 21.05 | |

FACT 35. Staff Professional Identification and Development

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * | | 63.89 | 25.00 | 11.11 | 1. Explains to teachers the importance of membership in professional organizations and continued professional growth. | 61.11 | 27.78 | 11.11 | |
| | | 30.56 | 47.22 | 22.22 | 2. Collects information about staff's awareness of, and participation in professional organizations. | 36.11 | 50.00 | 11.11 | 2.78 |
| * | | 61.11 | 30.56 | 8.33 | 3. Encourages staff to join, and participate, in professional organizations. | 47.22 | 47.22 | 5.56 | |
| | | 25.00 | 55.56 | 19.44 | 4. Assesses effectiveness of methods used for increasing staffs' professional identification and development. | 33.33 | 52.78 | 13.89 | |
| | | 13.89 | 27.78 | 58.33 | 5. Publishes a newsletter, bulletin, etc., describing accomplishments and activities of various professional organizations. | 13.89 | 30.56 | 55.56 | |
| * | | 44.44 | 52.78 | 2.78 | 6. Explains professional benefits accruing to members of professional organizations during faculty meetings, e.g., legal protection, special insurance plans, etc. | 36.11 | 55.56 | 8.33 | |
| | | 38.89 | 44.44 | 16.67 | 7. Schedules released times for teachers to attend professional meetings. | 30.56 | 52.78 | 16.67 | |
| | | 33.33 | 44.44 | 22.22 | 8. Determines most appropriate methods for increasing staffs' professional identification and development. | 30.56 | 41.67 | 27.78 | |
| | | 30.56 | 50.00 | 19.44 | 9. Explains to teachers the relation of professional development and activities to promotion and salary increments. | 22.22 | 52.78 | 25.00 | |

STAFF PERSONNEL

FACT 35. Staff Professional Identification and Development

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 61.11 | 33.33 | 5.56 | 10. | Participates in professional improvement activities with teachers. | 61.11 | 33.33 | 5.56 | |
| * | 52.78 | 36.11 | 11.11 | 11. | Informs teachers about various state, local, and national professional organizations. | 61.11 | 25.00 | 13.89 | |
| * | 38.89 | 58.33 | 2.78 | 12. | Publicly recognizes and commends teachers for professional activities and accomplishments. | 33.33 | 52.78 | 13.89 | |

FACT 36. Parents, Teachers, and Counselors and the Interpretation of Student Evaluations

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * ____ | 40.00 | 54.29 | 5.71 | 1. Assesses strengths and weaknesses of various evaluation techniques, procedures, and instruments currently being used in school. | 25.11 | 60.00 | 14.29 | ____ |
| ____ | 28.57 | 54.29 | 17.14 | 2. Arranges for teachers to discuss academic evaluation methods and results with students. | 17.14 | 65.71 | 17.14 | ____ |
| ____ | 34.29 | 42.86 | 22.86 | 3. Notifies concerned persons of scheduled times for evaluation conferences. | 31.43 | 48.57 | 20.00 | ____ |
| 2.86 | 17.14 | 45.71 | 34.29 | 4. Interprets student evaluation data to central office personnel and school board. | 2.86 | 54.29 | 42.86 | ____ |
| ____ | 28.57 | 54.29 | 17.14 | 5. Schedules evaluation conferences. | 25.71 | 51.43 | 22.86 | ____ |
| ____ | 28.57 | 45.71 | 25.71 | 6. Plans evaluation conferences based on available achievement data. | 20.00 | 57.14 | 22.86 | ____ |
| * ____ | 51.43 | 45.71 | 2.86 | 7. Selects appropriate procedures for informing staff, parents, and students of evaluation policies. | 31.43 | 62.86 | 5.71 | ____ |
| 2.86 | 28.57 | 51.43 | 17.14 | 8. Surveys existing data reporting procedures and requirements | 25.71 | 54.29 | 17.14 | 2.86 |
| ____ | 45.71 | 42.86 | 11.43 | 9. Schedules parent-teacher conferences to discuss student evaluation methods and results with parents. | 37.14 | 48.57 | 14.29 | ____ |

FACT 36. Parents, Teachers, and Counselors and the Interpretation of Student Evaluations

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 2.86 | 14.29 | 48.57 | 34.29 | 10. | Discusses student evaluation methods and results with P.T.A. | ____ | 60.00 | 40.00 | ____ |
| 2.86 | 22.86 | 42.86 | 31.43 | 11. | Meets with parent groups to discuss evaluation processes. | ____ | 60.00 | 40.00 | ____ |
| 2.86 | 14.29 | 42.86 | 40.00 | 12. | Develops sample evaluation data reporting forms. | 8.57 | 45.71 | 45.71 | ____ |
| 2.86 | 28.57 | 48.57 | 20.00 | 13. | Plans in-service training for interpretation of evaluation data with teachers and counselors. | 20.00 | 51.43 | 25.71 | 2.86 |
| ____ | 8.57 | 31.43 | 60.00 | 14. | Employs outside consultants to participate in planning evaluation conferences. | 5.71 | 25.71 | 68.57 | ____ |
| 2.86 | 34.29 | 48.57 | 14.29 | 15. | Discusses student evaluation procedures at teacher meetings. | 28.57 | 57.14 | 14.29 | ____ |
| ____ | 31.43 | 57.14 | 11.43 | 16. | Determines relevant evaluation data to be interpreted. | 25.71 | 57.14 | 14.29 | 2.86 |

FACT 37. Pupil Personnel Services and Problems Needing Solution

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 2.70 | 16.22 | 45.95 | 35.14 | 1. | Appoints committee to prioritize student personnel problems needing solution. | 8.11 | 54.05 | 35.14 | 2.70 |
| 2.70 | 40.54 | 43.24 | 13.51 | 2. | Determines relative importance of particular pupil personnel problems. | 24.32 | 45.95 | 27.03 | 2.70 |
| 2.70 | 45.95 | 40.45 | 10.81 | 3. | Discusses pupil personnel problems with parents. | 29.73 | 62.16 | 5.41 | 2.70 |
| 2.70 | 29.73 | 59.46 | 8.11 | 4. | Devises methods for the early recognition of pupil problems. | 24.32 | 64.86 | 8.11 | 2.70 |
| 2.70 | 29.73 | 43.24 | 24.32 | 5. | Collects data on frequency of occurrence of particular pupil problems. | 27.03 | 48.65 | 21.62 | 2.70 |
| 2.70 | 27.03 | 51.35 | 18.92 | 6. | Assesses degree to which staff training has resulted in the reduction of the frequency of particular pupil personnel problems. | 16.22 | 56.76 | 24.32 | 2.70 |
| 2.70 | 10.81 | 35.14 | 51.35 | 7. | Discusses pupil personnel problems with student leaders. | 10.81 | 35.14 | 51.35 | 2.70 |
| 2.70 | 21.62 | 51.35 | 24.32 | 8. | Plans in-service program to develop teacher classroom observation skills in identifying pupil behavior problems. | 13.51 | 54.05 | 29.73 | 2.70 |
| 2.70 | 29.73 | 45.95 | 21.62 | 9. | Identifies resources to facilitate the solution of pupil personnel problems. | 21.62 | 59.46 | 16.22 | 2.70 |
| 5.41 | 5.41 | 45.95 | 43.24 | 10. | Discusses pupil personnel problems with P.T.O.(P.T.A.). | 2.70 | 43.24 | 48.65 | 5.41 |

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FACT 37. Pupil Personnel Services and Problems Needing Solution

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 2.70 | 24.32 | 40.54 | 32.43 | 11. | Discusses pupil personnel problems with students. | 13.51 | 51.35 | 32.43 | 2.70 |
| 2.70 | 27.03 | 51.35 | 18.92 | 12. | Plans in-service training for staff to develop skills to assess pupil personnel problems. | 16.22 | 56.76 | 24.32 | 2.70 |
| * 2.70 | 59.46 | 24.32 | 13.51 | 13. | Devises procedures for teachers to report student personnel problems. | 43.24 | 45.95 | 8.11 | 2.70 |
| * 2.70 | 56.76 | 27.03 | 13.51 | 14. | Discusses pupil personnel problems with teachers. | 51.35 | 40.54 | 5.41 | 2.70 |
| 2.70 | 24.32 | 29.73 | 43.24 | 15. | Discusses pupil personnel problems with superintendent and board. | 8.11 | 29.73 | 56.76 | 5.41 |

FACT 38. Student Activities Program Evaluation

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| ____ | 21.21 | 60.61 | 18.18 | 1. | Appoints joint teacher-student committee to evaluate school activities program. | 15.15 | 60.61 | 24.24 | ____ |
| 3.03 | 21.21 | 66.67 | 9.09 | 2. | Discusses various aspects of student activities programs with club sponsors and officers. | 12.12 | 78.79 | 6.06 | 3.03 |
| 3.03 | 21.21 | 54.55 | 21.21 | 3. | Surveys teacher opinions of student activities program. | 21.21 | 57.58 | 18.18 | 3.03 |
| 3.03 | 42.42 | 36.36 | 18.18 | 4. | Evaluates quality of supervision of student activities. | 30.30 | 51.52 | 15.15 | 3.03 |
| 3.03 | 12.12 | 60.61 | 24.24 | 5. | Evaluates impact of student activities on school staff members. | 18.18 | 63.64 | 15.15 | 3.03 |
| 6.06 | 12.12 | 48.48 | 33.33 | 6. | Plans methods and procedures for evaluating student activity programs. | 6.06 | 60.61 | 27.27 | 6.16 |
| 3.03 | 9.09 | 66.67 | 21.21 | 7. | Surveys student opinions of student activities program. | 9.09 | 63.64 | 24.24 | 3.03 |
| 6.06 | 6.06 | 54.55 | 33.33 | 8. | Determines appropriate student activity programs to be evaluated. | 3.03 | 60.61 | 30.30 | 6.06 |
| 3.03 | 24.24 | 63.64 | 9.09 | 9. | Assesses effectiveness of various school activities on student behavior. | 21.21 | 69.70 | 6.06 | 3.03 |
| 3.03 | 12.12 | 66.67 | 18.18 | 10. | Selects optimal methods to maximize student participation in student activities. | 15.15 | 66.67 | 15.15 | 3.03 |
| 3.03 | 27.27 | 36.36 | 33.33 | 11. | Assesses student activity programs by contrasting outcome data with school goals. | 15.15 | 54.55 | 27.27 | 3.03 |

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FACT 38. Student Activities Program Evaluation

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 3.03 | 6.06 | 39.39 | 51.52 | 12. | Collects data on the frequency of teacher involvement in student activities. | 6.06 | 51.52 | 39.39 | 3.03 |
| 3.03 | 15.15 | 57.58 | 24.24 | 13. | Evaluates products of various student organizations and services. | 9.09 | 75.76 | 12.12 | 3.03 |
| 3.03 | 15.15 | 57.58 | 24.24 | 14. | Assesses student attitudes toward various school activities. | 15.15 | 72.73 | 9.09 | 3.03 |
| 3.03 | 3.03 | 54.55 | 39.39 | 15. | Collects data on the frequency of student participation in various student activities. | 9.09 | 51.52 | 36.36 | 3.03 |

FACT 39. Informal Principal-Student Interaction

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 54.29 | 42.86 | 2.86 | 1. | Maintains "open-door" policy concerning student interaction. | 65.71 | 31.43 | 2.86 | |
| * | 51.43 | 31.34 | 17.14 | 2. | Assesses degree to which students feel comfortable in informal interaction with principal. | 54.29 | 37.14 | 8.57 | |
| 2.86 | 22.86 | 37.14 | 37.14 | 3. | Collects information on frequency of formal and informal principal-pupil interaction. | 22.86 | 40.00 | 37.14 | |
| 2.86 | 11.43 | 57.14 | 28.57 | 4. | Surveys student opinions concerning open-door and informal interaction policies. | 8.57 | 48.57 | 40.00 | 2.86 |
| | 34.29 | 54.29 | 11.43 | 5. | Facilitates open expression of student opinions in principal student meetings. | 40.00 | 37.14 | 22.86 | |
| 2.86 | 22.86 | 25.71 | 48.57 | 6. | Formally informs students of times available for principal-student interaction. | 22.86 | 25.71 | 51.43 | |
| 2.86 | 34.29 | 28.57 | 34.29 | 7. | Plans times to be available for principal-student interaction during each work day. | 37.14 | 28.57 | 34.29 | |
| * | 54.29 | 31.43 | 14.29 | 8. | Visits students during recess, free periods, lunch, etc. | 57.14 | 37.14 | 5.71 | |
| * | 37.14 | 57.14 | 5.71 | 9. | Selects appropriate methods to encourage informal principal-pupil interaction. | 40.00 | 48.57 | 11.43 | |
| 2.86 | 20.00 | 40.00 | 37.14 | 10. | Evaluates the effectiveness of his open-door policy using student survey data. | 14.29 | 48.57 | 37.14 | |

FACT 40. Professionally Staffed Student Counseling Program

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 8.82 | 44.12 | 32.35 | 14.71 | 1. | Schedules time for counselors to meet with students. | 29.41 | 29.41 | 32.35 | 8.82 |
| 11.76 | 11.76 | 38.24 | 38.24 | 2. | Employs outside experts to evaluate student counseling programs. | 2.94 | 32.35 | 52.94 | 11.76 |
| 11.76 | 35.29 | 38.24 | 14.71 | 3. | Determines counseling program needs on the basis of needs assessment data. | 17.65 | 44.12 | 29.41 | 8.82 |
| 14.71 | 35.29 | 41.18 | 8.82 | 4. | Communicates counseling program objectives and services to students. | 23.53 | 44.12 | 17.65 | 14.71 |
| 11.76 | 38.24 | 38.24 | 11.76 | 5. | Plans an adequate testing program with counseling staff. | 17.65 | 58.82 | 11.76 | 11.76 |
| 11.76 | 44.12 | 35.29 | 8.82 | 6. | Identifies available resources for developing a counseling program. | 35.29 | 38.24 | 14.71 | 11.76 |
| 11.76 | 29.41 | 32.35 | 26.47 | 7. | Appoints staff members to serve as academic advisors. | 17.65 | 38.24 | 32.35 | 11.76 |
| 11.76 | 26.47 | 50.00 | 11.76 | 8. | Evaluates effectiveness of the counseling staff and services. | 26.47 | 38.24 | 23.53 | 11.76 |
| 11.76 | 23.53 | 41.18 | 23.53 | 9. | Works with counselors to specify objectives of the counseling program. | -20.59 | 41.18 | 23.53 | 14.71 |
| 11.76 | 38.24 | 35.29 | 14.71 | 10. | Communicates counseling program needs to the central office. | 29.41 | 35.29 | 23.53 | 11.76 |

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FACT 40. Professionally Staffed Student Counseling Program

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| 11.76 | 47.06 | 29.41 | 11.76 | 11. Provides facilities and equipment for counseling services. | 35.29 | 41.18 | 8.82 | 14.71 |
| 11.76 | 14.71 | 44.12 | 29.41 | 12. Collects student suggestions concerning the counseling program. | 26.47 | 26.47 | 35.29 | 11.76 |
| 11.76 | 32.35 | 41.18 | 14.71 | 13. Works with counseling staff to provide adequate educational and occupational information. | 35.29 | 35.29 | 17.65 | 11.76 |

FACT 41. Student Follow-Up Information and Pupil Personnel Services

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| 2.63 | 13.16 | 42.11 | 42.11 | 1. Collects former student opinions about the effectiveness of pupil personnel services. | 5.26 | 47.37 | 44.74 | 2.63 |
| 2.63 | 13.16 | 52.63 | 31.58 | 2. Determines most appropriate methods of collecting student follow-up data. | 7.89 | 39.47 | 50.00 | 2.63 |
| 2.63 | 15.79 | 42.11 | 39.47 | 3. Plans system for collecting follow-up data about student opinions of pupil personnel services with staff. | 5.26 | 36.84 | 55.26 | 2.63 |
| 2.63 | 10.53 | 50.00 | 36.84 | 4. Discusses with current principals progress of former students. | 7.89 | 42.11 | 47.37 | 2.63 |
| 7.89 | 5.26 | 50.00 | 36.84 | 5. Assesses the effectiveness of pupil personnel services using student follow-up information. | | 44.74 | 47.37 | 7.89 |
| 7.89 | 13.16 | 47.37 | 31.58 | 6. Discusses former student opinion about effectiveness of pupil personnel services with staff. | 2.63 | 44.74 | 44.74 | 7.89 |
| 5.26 | 21.05 | 31.58 | 42.11 | 7. Collects longitudinal test data on students. | 10.53 | 34.21 | 50.00 | 5.26 |
| 13.16 | 18.42 | 39.47 | 28.95 | 8. Assigns head counselor responsibility for collecting student follow-up data. | 18.42 | 39.47 | 28.95 | 13.16 |
| 2.63 | 7.89 | 60.53 | 28.95 | 9. Discusses with current teachers progress of his former students. | 13.16 | 42.11 | 42.11 | 2.63 |

FACT 42. Student Attendance

| | IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| | ____ | 47.06 | 38.24 | 14.71 | 1. | Provides incentives for student attendance. | 61.76 | 20.59 | 17.65 | ____ |
| | ____ | 26.47 | 26.47 | 47.06 | 2. | Reports all absentees to the visiting teacher. | 41.18 | 20.59 | 38.24 | ____ |
| | 2.94 | 41.18 | 47.06 | 8.82 | 3. | Develops individualized instruction programs based on student interests. | 35.29 | 52.94 | 8.82 | 2.94 |
| | 5.88 | 8.82 | 14.71 | 70.59 | 4. | Gives a prize to the class with the fewest absences at the end of the year. | 11.76 | 17.65 | 67.65 | 2.94 |
| | 2.94 | 32.35 | 50.00 | 14.71 | 5. | Evaluates relationship of school attendance and achievement. | 41.18 | 38.24 | 17.65 | 2.94 |
| * | 2.94 | 44.12 | 52.94 | ____ | 6. | Selects methods most likely to increase student attendance. | 44.12 | 44.12 | 8.82 | 2.94 |
| | 2.94 | 41.18 | 47.06 | 8.82 | 7. | Assesses the effectiveness of incentives used to increase school attendance. | 38.24 | 38.24 | 20.59 | 2.94 |
| | ____ | 41.18 | 41.18 | 17.65 | 8. | Distributes information concerning the state laws and regulations concerning attendance to parents, teachers, and students. | 29.41 | 41.18 | 29.41 | ____ |
| | ____ | 38.24 | 38.24 | 23.53 | 9. | Plans with teachers the development of student interest oriented programs. | 38.24 | 47.06 | 14.71 | |
| * | ____ | 61.76 | 32.35 | 5.88 | 10. | Discusses importance of regular attendance with students, teachers, and parents. | 50.00 | 50.00 | ____ | ____ |

PUPIL PERSONNEL

FACT 42. Student Attendance

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| 2.94 | 35.29 | 38.24 | 23.53 | 11. Calls homes to inquire about absent children. | 52.94 | 29.41 | 14.71 | 2.94 |
| *8.82 | 55.88 | 29.41 | 5.88 | 12. Checks student attendance data each day. | 70.59 | 17.65 | 5.88 | 5.88 |

FACT 43. Program for Students' Special Needs and Community Service Agencies

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 2.78 | 33.33 | 47.22 | 16.67 | 1. | Collects information about community service agencies likely to provide relevant school input. | 13.89 | 61.11 | 22.22 | 2.78 |
| 2.78 | 27.78 | 47.22 | 22.22 | 2. | Meets with faculty to discuss available community service agencies. | 11.11 | 63.89 | 22.22 | 2.78 |
| 5.56 | 25.00 | 47.22 | 22.22 | 3. | Determines most appropriate staff members to work with community service agencies. | 5.56 | 69.44 | 19.44 | 5.56 |
| * 2.78 | 50.00 | 33.33 | 13.89 | 4. | Plans system for assessing special needs of school children. | 22.22 | 55.[illegible]6 | 19.44 | 2.78 |
| 2.78 | 16.67 | 61.11 | 19.44 | 5. | Evaluates joint school-community service agency programs developed to meet students' special needs. | 5.56 | 66.67 | 25.00 | 2.78 |
| 2.78 | 30.56 | 36.11 | 30.56 | 6. | Informs parents about services and products available from community service agencies. | 8.33 | 61.11 | 25.00 | 5.56 |
| 2.78 | 22.22 | 50.00 | 25.00 | 7. | Conducts students' special needs survey. | 5.56 | 63.89 | 22.22 | 8.33 |
| 2.78 | 25.00 | 52.78 | 19.44 | 8. | Plans special programs based on data collected in students' special needs assessment. | 13.89 | 66.67 | 16.67 | 2.78 |
| *2.78 | 44.44 | 47.22 | 5.56 | 9. | Informs staff of available community service agencies. | 16.67 | 69.44 | 11.11 | 2.78 |

FACT 44. Effectiveness of Pupil Personnel Services

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 2.70 | 8.11 | 29.75 | 59.46 | 1. | Appoints student committee to evaluate effectiveness of pupil personnel services. | | 40.54 | 56.76 | 2.70 |
| 2.70 | 18.92 | 35.19 | 43.24 | 2. | Determines allocation of pupil personnel staff resources based on evaluation of program effectiveness. | 5.41 | 51.35 | 40.54 | 2,70 |
| 2.70 | 21.62 | 32.43 | 43.24 | 3. | Collects data about student complaints concerning pupil personnel services. | 18.92 | 37.84 | 40.54 | 2.70 |
| 2.70 | 24.32 | 32.43 | 40.54 | 4. | Assesses effectiveness of pupil personnel services by surveying teacher opinions. | 13.51 | 51.35 | 32,43 | 2.70 |
| 2.70 | 24.32 | 45.95 | 27.03 | 5. | Judges pupil personnel service program objectives against results of outcome measurements. | 10.89 | 59.46 | 27.03 | 2.70 |
| 5.41 | 18.92 | 32.43 | 43.24 | 6. | Informs pupil personnel service staff about results of teacher and student opinion surveys regarding pupil personnel program effectiveness. | 2.70 | 43.24 | 48.65 | 5.41 |
| 2.70 | 35.14 | 29.73 | 32.43 | 7. | Works with pupil personnel staff in developing program objectives. | 18.92 | 40.54 | 37.84 | 2.70 |
| 2.70 | 5.41 | 37.84 | 54.05 | 8. | Collects information from current and former students concerning effectivneess of pupil personnel services. | 2.70 | 37.84 | 56.76 | 2.70 |
| 2.70 | 24.32 | 32.43 | 40.54 | 9. | Monitors accuracy of data records being maintained by pupil personnel services. | 13.51 | 43.24 | 40.54 | 2.70 |

FACT 44. Effectiveness of Pupil Personnel Services

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 5.41 | 24.32 | 35.14 | 35.14 | 10. | Collects listing of objectives of pupil personnel program. | 10.81 | 48.65 | 35.14 | 5.41 |
| 5.41 | 13.51 | 40.54 | 40.54 | 11. | Assesses rate of discipline referrals as an indicator of the effectiveness of the pupil personnel service program. | 8.11 | 51.35 | 35.14 | 5.41 |
| 5.41 | 10.81 | 45.95 | 37.84 | 12. | Appoints staff committee to evaluate effectiveness of pupil personnel services. | 10.81 | 45.95 | 37.84 | 5.41 |
| 5.41 | 5.41 | 29.73 | 59.46 | 13. | Surveys parent opinions about the effectiveness of the pupil personnel services. | 2.70 | 32.43 | 59.46 | 5.41 |
| 5.41 | 5.41 | 32.43 | 56.43 | 14. | Collects data on voluntary student use of pupil personnel services. | 5.41 | 40.54 | 48.65 | 5.41 |

FACT 45. Principal Participation and Attendance at School Activities

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 63.64 | 21.21 | 15.15 | 1. | Attends scheduled inter- and intra-school activities. | 69.70 | 24.24 | 6.06 | |
| | 24.24 | 51.52 | 24.24 | 2. | Organizes intramural sports program with responsible staff. | 24.24 | 57.58 | 18.18 | |
| 3.03 | | 45.45 | 51.52 | 3. | Collects student opinions about the desirability of principal's active participation in various school activities. | 3.03 | 30.30 | 63.64 | 3.03 |
| | 34.39 | 45.45 | 15.15 | 4. | Attends teacher-initiated school activities. | 39.39 | 51.52 | 9.09 | |
| | 18.18 | 39.39 | 42.42 | 5. | Evaluates the effectiveness of personal attendance on student participation in school activities. | 18.18 | 36.36 | 45.45 | |
| 3.03 | 9.09 | 42.42 | 45.45 | 6. | Announces to students principal's intention of actively participating in school activities. | 12.12 | 51.52 | 33.33 | 3.03 |
| 3.03 | 21.21 | 63.64 | 12.12 | 7. | Develops plan for organizing extra-curricular activities programs. | 15.15 | 78.79 | 3.03 | 3.03 |
| | 18.18 | 63.64 | 18.18 | 8. | Decides which school activities can most benefit from his personal attendance and support. | 15.15 | 66.67 | 18.18 | |
| * | 75.76 | 18.18 | 6.06 | 9. | Attends PTO-PTA meetings. | 84.85 | 9.09 | 6.06 | |
| * | 72.73 | 24.24 | 3.03 | 10. | Provides supervisory assistance for school activities. | 72.73 | 27.27 | | |
| * | 60.61 | 33.33 | 6.06 | 11. | Organizes programs to involve parents in school activities. | 39.39 | 57.58 | 3.03 | |

PUPIL PERSONNEL

FACT 46. Student Accounting and Attendance

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 89.47 | 5.26 | 5.26 | 1. | Maintains permanent record of daily student attendance. | 89.47 | 7.89 | 2.63 | |
| * | 52.63 | 34.21 | 13.16 | 2. | Evaluates attendance trends in school using student accounting data. | 44.74 | 34.21 | 21.05 | |
| * | 60.53 | 34.21 | 5.26 | 3. | Plans a system of student accounting and attendance. | 50.00 | 39.47 | 10.53 | |
| * | 71.05 | 23.68 | 5.26 | 4. | Collects information on new students, withdrawals, individual student days present, individual days absent, and average daily attendance. | 57.89 | 36.84 | 5.26 | |
| * | 55.26 | 31.58 | 13.16 | 5. | Maintains daily, weekly, and monthly records of tardy students. | 55.26 | 36.84 | 7.89 | |
| * | 86.84 | 10.53 | 2.63 | 6. | Reports chronic absentees to visiting teacher. | 86.84 | 10.53 | 2.63 | |
| * | 86.84 | 10.53 | 2.63 | 7. | Communicates monthly attendance report to central office. | | | | |
| * | 78.95 | 13.16 | 7.89 | 8. | Decides on staff responsibilities for maintaining student accounting and attendance records. | 68.42 | 23.68 | 7.89 | |
| * | 89.47 | 10.53 | | 9. | Maintains attendance records according to state guidelines. | 86.84 | 10.53 | 2.63 | |

PUPIL PERSONNEL

FACT 47. Student Self-Evaluation

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| ____ | 19.44 | 55.56 | 25.00 | 1. | Works with pupil personnel staff in collecting student interest data. | 5.56 | 66.67 | 27.78 | ____ |
| ____ | 19.44 | 55.56 | 25.00 | 2. | Suggests teachers have students periodically evaluate the meaning of particular learning experiences. | 11.11 | 58.33 | 30.56 | ____ |
| ____ | 16.67 | 47.22 | 36.11 | 3. | Plans teacher in-service program on student self-evaluation methods. | 5.56 | 52.78 | 41.67 | ____ |
| ____ | 44.44 | 30.56 | 25.00 | 4. | Confers with students informally at their request to discuss their report cards. | 27.78 | 61.11 | 11.11 | ____ |
| ____ | 22.22 | 50.00 | 27.78 | 5. | Provides students with self-evaluation instruments. | 11.11 | 66.67 | 22.22 | ____ |
| ____ | 16.67 | 58.33 | 25.00 | 6. | Evaluates effectiveness of various student self-evaluation methods being used in school. | 13.89 | 58.33 | 25.00 | 2.78 |
| ____ | 27.78 | 50.00 | 22.22 | 7. | Determines most appropriate student self-evaluation methods to be used in school. | 8.33 | 61.11 | 27.78 | 2.78 |
| ____ | 25.00 | 47.22 | 27.78 | 8. | Organizes student-teacher conferences focused on student self-evaluation. | 19.44 | 47.22 | 33.33 | ____ |
| ____ | 36.11 | 30.56 | 33.33 | 9. | Works with pupil personnel staff in collecting student self-esteem data. | 13.89 | 44.44 | 41.67 | ____ |
| 2.78 | 27.78 | 30.56 | 38.89 | 10. | Develops student self-evaluation methods with pupil personnel staff using testing program results. | 11.11 | 47.22 | 38.89 | 2.78 |

PUPIL PERSONNEL

FACT 47. Student Self-Evaluation

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| 11.11 | 16.67 | 25.00 | 47.22 | 11. Collects data on extent to which students are involved in self-evaluation activities. | 2.78 | 41.67 | 47.22 | 8.33 |

PUPIL PERSONNEL

FACT 48. Organization of Pupil Personnel Services

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 5.26 | 39.47 | 47.37 | 7.89 | 1. | Determines most important pupil personnel services to be offered to students. | 23.68 | 60.53 | 10.53 | 5.26 |
| 2.63 | 5.26 | 57.89 | 34.21 | 2. | Appoints a faculty committee to organize pupil personnel services. | 2.63 | 60.53 | 31.58 | 5.26 |
| 5.26 | 44.74 | 28.95 | 21.05 | 3. | Asks central office to employ guidance personnel for the school. | 28.95 | 39.47 | 26.32 | 5.26 |
| 5.26 | 36.84 | 31.58 | 26.32 | 4. | Discusses pupil personnel services with students during orientation meetings. | 23.68 | 42.11 | 28.95 | 5.26 |
| 5.26 | 26.32 | 50.00 | 18.42 | 5. | Evaluates effectiveness of pupil personnel service program organication. | 10.53 | 57.89 | 26.32 | 5.26 |
| 5.26 | 15.79 | 42.11 | 36.84 | 6. | Surveys parents to identify needed pupil personnel services. | 2.63 | 42.37 | 44.74 | 5.26 |
| 5.26 | 5.26 | 44.74 | 44.74 | 7. | Designs pupil personnel program using assistance of outside consultants. | 5.26 | 42.11 | 47.37 | 5.26 |
| 7.89 | 13.16 | 39.47 | 39.47 | 8. | Emloys outside consultants to determine student personnel service needs and make recommendations (e.g., from CESA, State Dept., etc.). | 7.89 | 42.11 | 44.74 | 5.26 |

PUPIL PERSONNEL

FACT 49. Student Cumulative Records

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * | | 69.70 | 21.21 | 9.09 | 1. Discusses with teachers information to be included in student cumulative records. | 54.55 | 45.45 | | |
| * | | 96.97 | | 3.03 | 2. Maintains a secure place for storage of cumulative records. | 87.88 | 6.06 | 3.03 | 3.03 |
| * | | 63.64 | 30.30 | 6.06 | 3. Decides appropriate information to be included in student cumulative records. | 51.52 | 45.45 | 3.03 | |
| * | | 81.82 | 9.09 | 9.09 | 4. Obtains student folder for each new student from former school. | 78.79 | 18.18 | 3.03 | |
| * | | 60.61 | 33.33 | 6.06 | 5. Devises guidelines for the inclusion of information in cumulative records. | 60.61 | 36.36 | 3.03 | |
| * | | 54.55 | 33.33 | 12.12 | 6. Evaluates student cumulative records periodically to determine accuracy and completeness. | 36.36 | 60.61 | 3.03 | |
| * | | 57.58 | 33.33 | 9.09 | 7. Delegates authority for obtaining new student records to appropriate staff member. | 57.58 | 36.36 | 6.06 | |
| * | | 81.82 | 15.15 | 3.03 | 8. Discusses with teachers school policies related to the maintenance of student cumulative records. | 63.64 | 36.36 | | |

FACT 50. Student Information System and Pupil Personnel Services

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 52.78 | 38.89 | 8.33 | 1. | Discusses responsibility for collecting student information with staff. | 50.00 | 41.67 | 8.33 | |
| | 33.33 | 47.22 | 19.44 | 2. | Designs record keeping forms with pupil personnel staff. | 25.00 | 50.00 | 25.00 | |
| * | 52.78 | 33.33 | 13.89 | 3. | Collects student data requested by pupil personnel staff. | 58.33 | 27.78 | 13.89 | |
| * | 55.56 | 33.33 | 11.11 | 4. | Evaluates appropriateness of student cumulative record information based on needs of pupil personnel staff. | 47.22 | 36.11 | 16.67 | |
| * | 52.78 | 19.44 | 27.78 | 5. | Fills out census cards according to federal and state guidelines. | 50.00 | 27.78 | 22.22 | |
| * | 58.33 | 33.33 | 8.33 | 6. | Determines guidelines for inclusion of information in student records using established system policies. | 47.22 | 41.67 | 11.11 | |
| * | 61.11 | 30.56 | 8.33 | 7. | Discusses importance of confidentiality of student records with staff. | 61.11 | 33.33 | 5.56 | |
| * | 63.89 | 36.11 | | 8. | Discusses information to be entered on student records with staff. | 52.78 | 44.44 | 2.78 | |
| * | 52.78 | 36.11 | 11.11 | 9. | Devises a policy concerning access to student information. | 44.44 | 33.33 | 22.22 | |
| | 36.11 | 44.44 | 19.44 | 10. | Obtains teacher feedback on the appropriateness and usefulness of student information system. | 41.67 | 41.67 | 16.67 | |

PUPIL PERSONNEL

FACT 50. Student Information System and Pupil Personnel Services

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * | | 52.78 | 33.33 | 13.89 | 11. Designs an easily accessible student information system. | 33.33 | 50.00 | 16.67 | |
| * | | 97.22 | 2.78 | | 12. Maintains a cumulative folder for each student. | 88.89 | 8.33 | 2.78 | |
| * | | 52.78 | 33.33 | 13.89 | 13. Discusses student information priorities with staff. | 47.22 | 36.11 | 16.67 | |

PUPIL PERSONNEL

FACT 51. Student Occupational and Educational Information and External Sources

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 6.06 | 24.24 | 54.55 | 15.15 | 1. | Identifies students' career educational and/or occupational needs. | 24.24 | 54.55 | 15.15 | 6.06 |
| | 18.18 | 69.70 | 12.17 | 2. | Encourages staff to plan field trips to local businesses and surrounding educational institutions. | 27.27 | 63.64 | 9.09 | |
| | 18.18 | 69.70 | 12.12 | 3. | Orgnaizes with staff a career education course as part of the school's curriculum. | 21.21 | 57.58 | 21.21 | |
| 6.06 | 12.12 | 51.52 | 30.30 | 4. | Appoints staff from each department to provide students with job information related to departmental curricula. | 6.06 | 51.52 | 36.36 | 6.06 |
| 3.03 | 15.15 | 57.58 | 24.24 | 5. | Evaluates effectiveness of different methods used to communicate occupational educational information. | 6.06 | 66.67 | 24.24 | 3.03 |
| | 24.24 | 63.64 | 12.12 | 6. | Identifies community members and representatives of employment organizations to talk to students about various occupational and/or educational opportunities. | 30.30 | 57.58 | 9.09 | 3.03 |
| | 9.09 | 51.52 | 39.39 | 7. | Collects follow-up information on former students now employed or continuing their education. | 6.06 | 51.52 | 42.42 | |
| | 24.24 | 60.61 | 15.15 | 8. | Designates central location in the school for the collection of occupational and educational information files. | 15.15 | 60.61 | 21.21 | 3.03 |
| * | 24.24 | 66.67 | 9.09 | 9. | Selects most appropriate methods for disseminating occupational/educational information. | 12.12 | 57.58 | 30.30 | |

FACT 51. Student Occupational and Educational Information and External Sources

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 6.06 | 33.33 | 45.45 | 15.15 | 10. | Works with staff in providing individual student counseling concerning occupational and educational curricula. | 24.24 | 48.48 | 21.21 | 6.06 |
| 6.06 | 9.09 | 45.45 | 39.39 | 11. | Publishes a list of available jobs and/or educational opportunities for students and staff. | 9.09 | 39.39 | 42.42 | 9.09 |
| 6.06 | 21.21 | 39.39 | 33.33 | 12. | Assigns staff member authority for providing educational and occupational information to students. | 15.15 | 42.42 | 36.36 | 6.06 |
| 6.06 | 21.21 | 54.55 | 18.13 | 13. | Invites businessmen and educators to discuss available opportunities with students. | 21.21 | 48.48 | 24.24 | 6.06 |
| 6.06 | 21.21 | 39.39 | 33.33 | 14. | Identifies available jobs and/or educational opportunities for students. | 15.15 | 42.42 | 36.36 | 6.06 |

FACT 52. Commendation of Student Academic Projects

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| ____ | 18.92 | 32.43 | 48.65 | 1. | Provides free time for students through an incentive-based program to participate in academic clubs and organizations. | 27.03 | 51.35 | 21.62 | ____ |
| ____ | 29.73 | 45.95 | 24.32 | 2. | Announces outstanding student achievements at faculty meetings. | 29.73 | 45.95 | 24.32 | ____ |
| ____ | 16.22 | 51.35 | 32.43 | 3. | Collects student opinions about desired methods of school recognition for academic accomplishments. | 10.81 | 51.35 | 37.84 | ____ |
| ____ | 40.54 | 40.54 | 18.92 | 4. | Selects most appropriate methods to commend student academic achievements. | 82.43 | 51.35 | 16.22 | ____ |
| 2.70 | 29.73 | 48.65 | 18.92 | 5. | Establishes an annual student achievement awards program. | 24.32 | 51.35 | 24.32 | ____ |
| 2.70 | 32.43 | 40.54 | 24.32 | 6. | Disseminates information about student achievements to the local community. | 24.32 | 54.46 | 16.22 | ____ |
| 2.70 | 35.14 | 43.24 | 18.92 | 7. | Designs a system for public recognition of outstanding student achievements. | 27.03 | 51.35 | 21.62 | ____ |
| 2.70 | 16.22 | 51.35 | 29.73 | 8. | Evaluates effectiveness of student commendation methods. | 10.81 | 56.76 | 29.73 | 2.70 |
| 2.70 | 35.14 | 48.65 | 13.51 | 9. | Announces outstanding student achievements to the student body. | 27.03 | 45.95 | 27.03 | ____ |

FACT 53. Pupil and Parent Orientation to the School

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| | 42.11 | 47.37 | 10.53 | 1. | Schedules an "open house" day for parents, students, and interested community members. | 23.68 | 65.79 | 10.53 | |
| | 42.11 | 47.37 | 10.53 | 2. | Assigns staff members specific orientation program responsibilities. | 23.68 | 63.16 | 13.16 | |
| | 39.47 | 47.37 | 13.16 | 3. | Schedules time and place for orientation program. | 21.05 | 63.16 | 15.79 | |
| | 28.95 | 57.89 | 13.16 | 4. | Arranges for the introduction of new students and parents to teachers. | 26.32 | 55.26 | 18.42 | |
| 5.26 | 23.68 | 55.26 | 15.79 | 5. | Surveys students and parents about what orientation information would be most helpful. | 21.05 | 44.74 | 31.58 | 2.63 |
| | 26.32 | 39.47 | 31.58 | 6. | Conducts school orientation assembly for new students. | 15.79 | 47.37 | 34.21 | 2.63 |
| 7.89 | 23.68 | 44.74 | 23.68 | 7. | Specific orientation program objectives. | 18.42 | 50.00 | 23.68 | 7.89 |
| | 28.95 | 57.89 | 13.16 | 8. | Discusses possible involvement in the school's programs with parents. | 28.95 | 52.63 | 18.42 | |
| 5.26 | 10.53 | 52.63 | 28.95 | 9. | Visits new students in the classroom during the first few days of the school year. | 13.16 | 50.00 | 31.58 | 2.63 |
| 2.63 | 28.95 | 50.00 | 15.79 | 10. | Determines most appropriate methods for orienting parents and students to the school. | 28.95 | 44.74 | 23.68 | 2.68 |
| 2.63 | 23.68 | 42.11 | 31.58 | 11. | Organizes orientation meetings with parents, students, and teachers. | 18.42 | 55.26 | 23.68 | 2.63 |

PUPIL PERSONNEL

Pupil and Parent Orientation to the School

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 2.63 | 23.68 | 55.26 | 15.79 | 12. | Evaluates the attainment of orientation program objectives. | 21.05 | 55.26 | 23.68 | ___ |
| 2.63 | 31.58 | 51.89 | 7.89 | 13. | Publishes school policies and guidelines for new parents and students. | 26.32 | 51.09 | 13.16 | 2.63 |

FACT 54. Principal Involvement in Student Discipline

| | IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | | 82.86 | 14.29 | 2.86 | 1. | Informs parents of discipline problems when warrented. | 71.43 | 28.57 | | |
| * | | 68.57 | 25.71 | 5.71 | 2. | Discusses classroom behavior problems with teachers and students. | 68.57 | 28.57 | 2.86 | |
| * | 2.86 | 74.29 | 20.00 | 2.86 | 3. | Maintains consistency when administering consequences for misbehavior. | 77.14 | 20.00 | | 2.86 |
| * | | 62.86 | 28.57 | 8.57 | 4. | Obtains information from a variety of sources when analyzing particular discipline problems. | 60.00 | 37.14 | 2.86 | |
| * | 2.86 | 34.29 | 57.14 | 5.71 | 5. | Prioritizes student discipline problems in need of solution. | 42.86 | 48.57 | 5.71 | 2.86 |
| | 2.86 | 48.57 | 40.00 | 8.75 | 6. | Designs specific strategies for handling frequently occurring discipline problems. | 42.86 | 45.71 | 5.71 | 5.71 |
| * | | 65.71 | 25.71 | 8.57 | 7. | Discusses consequences of misbehavior with problem students. | 62.86 | 31.43 | 5.71 | |
| * | 2.86 | 77.14 | 20.00 | | 8. | Discusses with teachers the importance of being consistent in disciplinary actions taken. | 62.86 | 34.29 | | 2.86 |
| * | 2.86 | 60.00 | 28.57 | 8.57 | 9. | Requests that all teachers report major rule infractions to the front office. | 51.43 | 42.86 | 2.86 | 2.86 |
| * | | 57.14 | 37.14 | 5.71 | 10. | Works with problem children in designing behavior change and/or prevention strategies. | 57.14 | 42.86 | | |

FACT 54. Principal Involvement in Student Discipline

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 62.86 | 31.43 | 5.71 | 11. | Arranges for parent-student-teacher conferences when necessary to discuss inappropriate student behavior. | 62.86 | 31.43 | 5.71 | |
| * | 57.14 | 37.14 | 5.71 | 12. | Discusses discipline problems with misbehaving students. | 65.71 | 34.29 | | |
| 2.86 | 17.17 | 45.71 | 34.29 | 13. | Establishes a school disciplinary committee to formulate discipline guidelines and policies. | 17.17 | 34.29 | 45.71 | 2.86 |
| 2.86 | 40.00 | 48.57 | 8.57 | 14. | Works with teachers in designing behavior change and intervention strategies. | 40.00 | 48.57 | 8.57 | 2.86 |
| * | 54.29 | 37.14 | 8.57 | 15. | Makes school behavioral guidelines available to students and teachers. | 51.43 | 34.29 | 14.29 | |
| | 28.57 | 60.00 | 11.43 | 16. | Minimizes discipline problems by consistently rewarding appropriate student behavior. | 34.29 | 48.57 | 17.14 | |
| * | 52.43 | 45.71 | 2.86 | 17. | Evaluates the effectiveness of disciplinary actions taken. | 57.14 | 40.00 | 2.86 | |
| 2.86 | 31.43 | 54.29 | 11.43 | 18. | Collects information on a variety of disciplinary strategies. | 31.43 | 51.43 | 14.29 | 2.86 |
| | 31.43 | 51.43 | 17.14 | 19. | Discusses with problem children the effects of misbehavior on other students. | 42.86 | 45.71 | 11.43 | |
| 2.86 | 40.00 | 40.00 | 17.14 | 20. | Discusses the relationship between misbehavior and school rules with problem students. | 45.71 | 45.71 | 5.71 | 2.86 |

FACT 54. Principal Involvement in Student Discipline

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 5.71 | 25.71 | 42.86 | 25.71 | 21. | Arranges in-service training sessions on classroom management techniques for teachers. | 20.00 | 48.57 | 25.71 | 5.71 |
| * 2.86 | 51.43 | 28.57 | 17.14 | 22. | Maintains written records of all disciplinary actions taken. | 60.00 | 25.71 | 11.43 | 2.86 |
| * 2.86 | 51.43 | 42.86 | 2.86 | 23. | Discusses disciplinary responsibilities with individual teachers. | 42.86 | 51.43 | 2.86 | 2.86 |

FACT 55. School Staff and Information About Legal Mandates

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| ____ | 48.57 | 37.14 | 14.29 | 1. Conducts in-house evaluation of compliance with legal mandates. | 31.43 | 48.57 | 20.00 | ____ |
| ____ | 34.29 | 45.51 | 20.00 | 2. Evaluates implementation of legal mandates in consultation with school staff. | 28.57 | 48.57 | 22.86 | ____ |
| ____ | 45.71 | 42.86 | 11.43 | 3. Organizes procedures for communicating information about legal mandates to staff. | 40.00 | 40.00 | 20.00 | ____ |
| 5.71 | 14.29 | 31.43 | 48.57 | 4. Appoints committee to plan for the implementation of legal mandates. | 11.43 | 25.71 | 62.86 | ____ |
| 2.86 | 28.57 | 42.86 | 25.71 | 5. Decides which areas of the schools' operation are most affected by particular legal mandates. | 31.43 | 37.14 | 28.57 | 2.86 |
| ____ | 42.86 | 42.86 | 14.29 | 6. Plans for the implementation of legal mandates. | 31.43 | 54.29 | 14.29 | ____ |
| 2.86 | 8.57 | 28.57 | 60.00 | 7. Employs legal specialists to explain legal mandates to staff. | 2.86 | 25.71 | 68.57 | ____ |
| ____ | 37.14 | 51.43 | 11.43 | 8. Discusses legal mandates affecting school operations with staff. | 37.14 | 45.71 | 17.14 | ____ |
| * ____ | 62.86 | 25.71 | 11.43 | 9. Obtains clarification of legal mandates from central office. | 54.29 | 28.57 | 17.14 | ____ |
| 2.86 | 11.43 | 37.14 | 48.57 | 10. Establishes staff committee to consider implications of legal mandates. | 5.71 | 34.29 | 57.14 | 2.86 |
| ____ | 31.43 | 48.57 | 20.00 | 11. Provides staff with written explanation of legal mandates. | 28.57 | 45.71 | 25.71 | ____ |

FACT 56. Inspection of School Plant Facilities

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| | | 43.24 | 21.62 | 35.14 | 1. Develops appropriate forms for inspection of school plant facilities. | 35.14 | 45.95 | 18.92 | |
| * | | 56.76 | 27.03 | 16.22 | 2. Collects information about school plant needs from custodial staff. | 56.76 | 37.84 | 5.41 | |
| | | 43.24 | 35.14 | 21.62 | 3. Maintains maintenance records. | 43.24 | 43.24 | 10.81 | 2.70 |
| * | | 62.16 | 29.73 | 8.11 | 4. Regularly reports on maintenance problems and solutions to central office. | 54.05 | 40.54 | 5.41 | |
| | | 45.95 | 35.14 | 18.92 | 5. Evaluates general level of school plant cleanliness through daily inspection. | 51.35 | 35.14 | 13.51 | |
| * | | 51.35 | 40.54 | 8.11 | 6. Prioritizes school plant needs in accordance with budget guidelines. | 40.54 | 51.35 | 8.11 | |
| | | 32.43 | 35.14 | 32.43 | 7. Requests local sanitation department to regularly inspect the school. | 18.92 | 48.65 | 32.43 | |
| * | | 62.16 | 35.14 | 2.70 | 8. Develops systematic procedure for reporting school maintenance problems. | 59.46 | 37.84 | 2.70 | |
| * | | 62.16 | 32.43 | 5.41 | 9. Regularly discusses plant maintenance problems with custodial staff. | 56.76 | 40.54 | 2.70 | |
| * | | 51.35 | 32.43 | 16.22 | 10. Requests appropriate authorities to conduct a periodic fire inspection. | 45.95 | 35.14 | 11.92 | |
| * | | 78.38 | 18.92 | 2.70 | 11. Regularly makes informal inspections of buildings and grounds. | 70.27 | 29.73 | | |

FACT 57. Communication with Parents and Local Community

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| | ____ | 35.29 | 38.24 | 26.47 | 1. Meets with teachers to discuss parental and community opinion about the school and its programs. | 26.47 | 41.18 | 32.35 | ____ |
| | ____ | 14.71 | 44.12 | 41.18 | 2. Disseminates information about the school. its students, and programs through school newsletter. | 17.65 | 38.24 | 44.12 | ____ |
| | 2.94 | 35.29 | 41.18 | 20.59 | 3. Plans system for principal-parent conferences to discuss student progress and/or problems. | 26.47 | 47.06 | 23.53 | 2.94 |
| * | ____ | 58.82 | 29.41 | 11.76 | 4. Actively participates in PTO and other school/community organizations. | 64.71 | 29.41 | 5.88 | ____ |
| | ____ | 41.18 | 44.12 | 14.71 | 5. Decides most appropriate school program and activity information to be communicated to parents and community. | 41.18 | 47.06 | 8.82 | 2.94 |
| | ____ | 38.24 | 47.06 | 14.71 | 6. Evaluates effectiveness of currently used methods of communicating information about school programs and activities to parents and community. | 29.41 | 50.00 | 20.59 | ____ |
| | 2.94 | 5.88 | 50.00 | 41.18 | 7. Encourages "home visits" by teachers to discuss students and school programs with parents. | 2.94 | 44.12 | 50.00 | 2.94 |
| | ____ | 11.76 | 67.65 | 20.59 | 8. Surveys parent and community knowledge about school programs and activities. | 5.88 | 58.82 | 35.29 | ____ |
| | ____ | 23.53 | 47.06 | 29.41 | 9. Informs local civic organizations and clubs about the school, its students, and programs. | 14.71 | 61.76 | 23.53 | ____ |
| * | ____ | 44.12 | 47.06 | 8.82 | 10. Plans system for parent-teacher conferences to discuss student progress and/or problems. | 32.35 | 55.88 | 11.76 | ____ |

FACT 57. Communication with Parents and Local Community

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 2.94 | 29.41 | 58.82 | 8.82 | 11. | Encourages staff members to attend school/community functions. | 29.41 | 58.82 | 8.82 | 2.94 |
| 2.94 | 32.35 | 35.29 | 29.41 | 12. | Maintains public displays (shop windows, bulletin boards, etc.) to inform community members about school activities and events. | 35.29 | 38.24 | 23.53 | 2.94 |
| * ____ | 44.12 | 55.88 | ____ | 13. | Encourages teachers to inform parents about school programs and activities through students. | 38.24 | 61.76 | ____ | ____ |
| ____ | 20.59 | 38.24 | 41.18 | 14. | Meets with students to discuss parents' feelings, attitudes, opinions, etc., about the school and its programs. | 14.71 | 44.12 | 41.18 | ____ |
| ____ | 32.35 | 50.00 | 17.65 | 15. | Invites parents and community members to contribute voluntary services to the school. | 47.06 | 44.12 | 8.82 | ____ |
| ____ | 26.47 | 38.24 | 35.29 | 16. | Disseminates information about the school, its students, and programs through local newsletter. | 23.53 | 47.06 | 29.11 | ____ |
| * 2.94 | 55.88 | 35.29 | 5.88 | 17. | Maintains "open house" school policy concerning parents visiting the school. | 55.88 | 32.35 | 11.76 | ____ |
| 2.94 | 41.18 | 38.24 | 17.65 | 18. | Selects most appropriate methods of disseminating information about school programs and activities to parents and community. | 35.29 | 47.06 | 14.71 | 2.94 |

FACT 58. Required Governmental Financial Reports

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * 6.06 | 63.64 | 24.24 | 6.06 | 1. | Selects most appropriate staff person to have authority for maintaining financial records. | 57.58 | 21.21 | 12.12 | 9.09 |
| * 3.03 | 72.73 | 15.15 | 9.09 | 2. | Maintains daily financial records. | 69.70 | 21.21 | 6.06 | 3.03 |
| * 3.03 | 78.79 | 18.18 | | 3. | Maintains hot lunch program data. | 75.76 | 21.21 | | 3.03 |
| * 6.06 | 75.76 | 18.18 | | 4. | Informs staff of their record-keeping responsibilities with regard to governmental financial reports. | 60.61 | 33.33 | | 6.06 |
| * 6.06 | 66.67 | 24.24 | 3.03 | 5. | Collects financial information daily. | 60.61 | 33.33 | | 6.06 |
| * 3.03 | 75.76 | 21.21 | | 6. | Requests annual audits of school's financial records. | 57.58 | 30.30 | 9.09 | 3.03 |
| * 6.06 | 57.58 | 36.36 | | 7. | Periodically assesses accuracy of financial records maintained for use in governmental reports. | 48.48 | 45.45 | | 6.06 |
| * 6.06 | 66.67 | 24.24 | 3.03 | 8. | Maintains up-to-date financial data file for all governmental reports. | 51.52 | 42.42 | | 6.06 |
| * 3.03 | 90.91 | 6.06 | | 9. | Maintains record of average daily attendance. | 90.91 | 6.06 | | 3.03 |
| * 6.06 | 51.52 | 33.33 | 9.09 | 10. | Plans system for collecting required governmental financial data. | 45.45 | 36.36 | 12.12 | 6.06 |

FACT 59. Financial Resources and Staffing Needs

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * 2.78 | 83.33 | [illegible].56 | 8.33 | 1. | Maintains record of average daily attendance. | 83.33 | 13.89 | ---- | 2.78 |
| * 2.78 | 61.11 | 25.00 | 11.11 | 2. | Prioritizes staffing needs relative to available financial resources available. | 52.78 | 30.56 | 13.89 | [illegible].78 |
| * 2.78 | 52.78 | 36.11 | 8.33 | 3. | Periodically collects data on staffing needs from staff. | 38.89 | 41.67 | 16.67 | 2.78 |
| * 2.78 | 66.67 | 22.22 | 8.33 | 4. | Projects staffing needs based on current attendance and enrollment data. | 41.67 | 44.44 | 11.11 | 2.78 |
| * 2.78 | 61.11 | 30.56 | 5.56 | 5. | Submits written report of staffing needs to superintendent together with supporting documentation. | 33.33 | 52.78 | 11.11 | 2.78 |
| * 2.78 | 52.78 | 41.67 | 2.78 | 6. | Periodically evaluates staffing needs based on projected enrollment. | 27.78 | 58.33 | 11.11 | 2.78 |
| * 2.78 | 52.78 | 38.89 | 5.56 | 7. | Develops staffing plan based on projected needs and financial resources. | 30.56 | 55.56 | 8.33 | 5.56 |
| * 2.78 | 58.33 | 30.56 | 8.33 | 8. | Uses student pre-registration data to project enrollments for use in specifying staffing needs. | 33.33 | 50.00 | 13.89 | 2.78 |
| * 5.56 | 58.33 | 36.11 | ---- | 9. | Confers with superintendent about current and projected | 30.56 | 52.78 | 11.11 | 5.56 |

FACT 60. Recommendations for Improvement of Physical Facilities

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| | | 44.12 | 32.35 | 23.53 | 1. Develops maintenance checklist for his school with central office staff. | 29.41 | 50.00 | 20.59 | |
| * | | 58.82 | 35.29 | 5.88 | 2. Provides central office with justification for school improvement recommendations. | 44.12 | 52.94 | 2.94 | |
| * | | 44.12 | 50.00 | 5.88 | 3. Prioritizes needed facility improvements. | 35.29 | 55.88 | 8.82 | |
| * | | 52.94 | 38.24 | 8.82 | 4. Collects information from maintenance personnel concerning condition of physical facilities. | 50.00 | 41.18 | 8.82 | |
| * | | 55.88 | 38.24 | 5.88 | 5. Evaluates data in end-of-year inventory of school plant conditions in order to make recommendations for improvement. | 50.00 | 47.06 | 2.94 | |
| | | 29.41 | 26.47 | 44.12 | 6. Submits line-item budgets concerning physical plan improvements. | 20.59 | 35.29 | 44.12 | |
| | | 38.24 | 38.24 | 23.53 | 7. Discusses budget requests with appropriate central office personnel. | 26.47 | 50.00 | 23.53 | |
| | | 41.18 | 38.24 | 20.59 | 8. Maintains permanent records of school improvements made. | 47.06 | 32.35 | 20.59 | |
| | | 47.06 | 29.41 | 23.53 | 9. Discusses recommended physical plan improvements with superintendent. | 32.35 | 26.47 | 41.18 | |

FACT 61. Budgetary Limits and Instructional Materials and Equipment

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * | 64.86 | 27.03 | 8.11 | 1. Informs central office in writing of instructional materials and equipment needs. | 54.05 | 43.24 | 2.70 | |
| * | 48.65 | 43.24 | 8.11 | 2. Requires teachers to prioritize their materials and equipment needs. | 40.54 | 54.05 | 5.41 | |
| * | 59.46 | 35.14 | 5.41 | 3. Prioritizes instructional materials purchases. | 54.05 | 43.24 | 2.70 | |
| * | 51.35 | 45.95 | 2.70 | 4. Evaluates currently used instructional materials. | 56.76 | 40.54 | 2.70 | |
| * | 48.65 | 45.95 | 5.41 | 5. Periodically collects instructional materials and equipment needs from staff. | 43.24 | 51.35 | 5.41 | |
| 5.41 | 37.84 | 37.84 | 18.92 | 6. Plans for instructional materials and equipment purchases on a rotating basis for each academic area. | 32.43 | 48.65 | 13.51 | 5.41 |
| * | 48.65 | 45.95 | 5.41 | 7. Discusses results of instructional materials needs survey with teachers. | 40.54 | 56.76 | 2.70 | |
| * | 54.05 | 27.03 | 18.92 | 8. Seeks outside funds (e.g., from PTA, Federal sources, etc.) to supplement instructional materials and equipment budget. | 54.05 | 32.43 | 13.51 | |
| | 48.65 | 40.54 | 10.81 | 9. Contrasts available instructional materials with projected needs data supplied by teachers. | 35.14 | 54.05 | 10.81 | |
| 2.70 | 40.54 | 40.54 | 16.22 | 10. Plans instructional materials budget on teacher input. | 35.14 | 45.95 | 16.22 | 2.70 |

FACT 61. Budgetary Limits and Instructional Materials and Equipment

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * 2.70 | 56.76 | 32.43 | 8.11 | 11. Identifies current budgetary limits for purchasing instructional materials. | 48.65 | 43.24 | 5.41 | 2.70 |
| * 2.70 | 54.05 | 35.14 | 8.11 | 12. Plans for purchase and/or renovation of instructional materials and equipment within budgetary limits. | 40.54 | 54.05 | 2.70 | 2.70 |
| * 2.70 | 62.16 | 24.32 | 10.81 | 13. Determines guidelines for school purchases. | 48.65 | 40.54 | 8.11 | 2.70 |
| * 2.70 | 51.35 | 29.73 | 16.22 | 14. Informs staff in writing of procedures to be followed in requisitioning instructional materials and equipment. | 35.14 | 37.84 | 21.62 | 5.41 |
| 2.70 | 48.65 | 27.03 | 21.62 | 15. Plans purchasing system for school. | 29.75 | 45.95 | 21.62 | 2.70 |
| * 2.70 | 56.76 | 29.73 | 10.81 | 16. Informs teachers of instructional materials budget. | 51.35 | 37.84 | 8.11 | 2.70 |
| * 5.41 | 72.97 | 18.92 | 2.70 | 17. Follows requisitioning procedures specified by central office. | 64.86 | 29.73 | 2.70 | 2.70 |
| 2.70 | 43.24 | 37.84 | 16.22 | 18. Appoints representatives by grade or subject area to collect data on most critical materials and equipment needs. | 40.54 | 40.54 | 16.22 | 2.70 |
| 2.70 | 48.65 | 37.84 | 10.81 | 19. Adjusts total budget to accommodate instructional materials and equipment purchases. | 35.14 | 51.35 | 10.81 | 2.70 |
| *16.22 | 62.16 | 16.22 | 5.41 | 20. Maintains accurate records of all instructional materials purchased. | 61.16 | 18.92 | 2.70 | 16.22 |

FISCAL MANAGEMENT

FACT 62. Legally Required Budgets

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * | | 58.33 | 22.22 | 19.44 | 1. Evaluates budgetary requirments relative to school needs. | 52.78 | 22.22 | 25.00 | |
| | | 41.67 | 33.33 | 25.00 | 2. Communicates projected fiscal budgets to Central Office. | 36.11 | 27.78 | 36.11 | |
| * | | 52.78 | 19.44 | 27.78 | 3. Plans system for collecting and recording financial data used to develop budget. | 38.89 | 27.78 | 33.33 | |
| | | 47.22 | 27.78 | 25.00 | 4. Prepares projected school budget based on examination of previous expenditures and anticipated needs consistent with legal requirements. | 41.67 | 19.44 | 38.89 | |
| * | | 50.00 | 30.56 | 19.44 | 5. Determines allocation of funds based on school program area needs. | 44.44 | 25.00 | 30.56 | |
| | 5.56 | 30.56 | 19.44 | 44.44 | 6. Discusses proposed budgets with board of education. | 25.00 | 22.22 | 47.22 | 5.56 |
| | | 47.22 | 25.00 | 27.78 | 7. Collects data to document needed items in budget. | 38.89 | 25.00 | 36.11 | |

FISCAL MANAGEMENT

FACT 63. Authorized Board of Education Budgets and the Purchase of Services and Materials

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| 2.70 | 37.84 | 35.14 | 24.31 | 1. Discusses with Board of Education and superintendent current and proposed budgets. | 13.51 | 54.05 | 29.73 | 2.70 |
| 2.70 | 43.24 | 35.14 | 18.92 | 2. Plans budget on projected needs data obtained from staff. | 27.03 | 54.05 | 16.22 | 2.70 |
| 2.70 | 37.84 | 40.54 | 18.92 | 3. Collects information from staff regarding the adequacy of current budget allocations. | 18.92 | 64.86 | 13.51 | 2.70 |
| * 2.70 | 56.76 | 24.32 | 16.22 | 4. Decides which areas of the budget require increased funding for next year. | 27.03 | 51.35 | 18.92 | 2.70 |
| 2.70 | 37.84 | 48.15 | 10.81 | 5. Periodically evaluates the adequacy of budgeted allocations related to school, staff, and student needs. | 27.03 | 59.46 | 10.81 | 2.70 |
| * 2.70 | 54.05 | 29.73 | 13.51 | 6. Implements purchase requests within limits imposed by line-items in authorized budget. | 40.54 | 51.35 | 5.41 | 2.70 |
| 2.70 | 40.54 | 43.24 | 13.51 | 7. Discusses with teachers and other staff all line items in authorized budget. | 29.73 | 48.65 | 18.92 | 2.70 |

FISCAL MANAGEMENT

FACT 64. Superintendent and Fiscal Audit Information

| IMPORTANCE: No Response | Essential | Highly Desirable | Desirable | | FREQUENCY OF USE: Very Often | Frequently | Rarely | No Response |
|---|---|---|---|---|---|---|---|---|
| * 2.78 | 75.00 | 13.89 | 8.33 | 1. Countersigns all checks drawn on the school account. | 80.56 | 8.33 | 8.33 | 2.78 |
| * 5.56 | 86.11 | 5.56 | 2.78 | 2. Selects most appropriate individual to assume authority for maintenance of financial records. | 80.56 | 11.11 | 2.78 | 5.56 |
| * 5.56 | 80.56 | 11.11 | 2.78 | 3. Reports required fiscal audit information to superintendent. | 66.67 | 25.00 | 2.78 | 5.56 |
| * 5.56 | 75.00 | 11.11 | 8.33 | 4. Collects fiscal information required by superintendent. | 63.89 | 22.22 | 8.33 | 5.56 |
| * 2.78 | 77.78 | 16.67 | 2.78 | 5. Plans system for collecting and recording fiscal audit information required by superintendent. | 69.44 | 22.22 | 5.56 | 2.78 |
| * 5.56 | 69.44 | 19.44 | 5.56 | 6. Periodically assesses accuracy of fiscal data being collected and recorded. | 58.33 | 27.78 | 5.56 | 8.33 |
| * 5.56 | 86.11 | 8.33 | ____ | 7. Maintains up-to-date comprehensive fiscal records. | 77.78 | 19.44 | ____ | 2.78 |
| * 5.56 | 80.56 | 5.56 | 8.33 | 8. Submits quarterly financial reports to central office. | 69.44 | 19.44 | 5.56 | 5.56 |
| * 5.56 | 94.44 | ____ | ____ | 9. Requires annual financial audit of school records. | 80.56 | 11.11 | 2.78 | 5.56 |

FISCAL MANAGEMENT

FACT 65. Budgetary Guidelines and School Activities

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * 2.63 | 50.00 | 34.21 | 13.16 | 1. Distributes available monies to student activities on the basis of need for financial support. | 44.74 | 31.58 | 18.42 | 5.26 |
| 5.26 | 47.37 | 31.58 | 15.79 | 2. Determines policies for the use of student fees in student activities program. | 31.58 | 34.21 | 26.32 | 7.89 |
| 2.63 | 15.79 | 42.11 | 39.47 | 3. Appoints a committee to evaluate the use of monies allocated to support various school activities. | 15.79 | 28.95 | 50.00 | 5.26 |
| * 2.63 | 63.16 | 18.42 | 15.79 | 4. Plans budget onthe basis of projected support needed for various school activities. | 39.47 | 39.47 | 13.16 | 7.89 |
| * | 76.32 | 13.16 | 10.53 | 5. Monitors the use of school funds by various school clubs and organizations. | 60.53 | 26.32 | 10.53 | 2.63 |
| 2.63 | 47.37 | 36.84 | 13.16 | 6. Prioritizes student activities based on available financial support. | 31.58 | 47.37 | 15.79 | 5.26 |
| * 2.63 | 68.42 | 15.79 | 13.16 | 7. Plans a system for ensuring that allocated monies for student activities are spent according to guidelines. | 55.26 | 31.58 | 7.89 | 5.26 |
| * 2.63 | 55.26 | 26.32 | 15.79 | 8. Projects budget for student activities for the entire school year. | 39.47 | 31.58 | 23.68 | 5.26 |
| * | 55.26 | 28.95 | 75.79 | 9. Explains budget guidelines to staff responsible for directing various school activities. | 42.11 | 39.47 | 15.79 | 2.63 |

FACT 65. Budgetary Guidelines and School Activities

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * 2.63 | 52.63 | 28.95 | 15.79 | 10. | Compares preapred bydgetary allocation for school activities with funds appropriated in current fiscal budget. | 31.58 | 42.11 | 21.05 | 5.26 |
| * ____ | 63.16 | 23.68 | 13.16 | 11. | Collects information on budgetary guidelines from central office. | 50.00 | 36.84 | 13.16 | ____ |
| 2.63 | 36.68 | 36.84 | 23.68 | 12. | Evaluates school activities based on a "cost-benefit" analysis. | 15.79 | 42.11 | 36.84 | 5.26 |
| 7.89 | 36.84 | 28.95 | 26.32 | 13. | Establishes discretionary fund for use in student | 23.68 | 39.47 | 26.32 | 10.53 |

FISCAL MANAGEMENT

FACT 66. School Budget and Legal Requirements

| IMPORTANCE: No Response | Essential | Highly Desirable | Desirable | | | FREQUENCY OF USE: Very Often | Frequently | Rarely | No Response |
|---|---|---|---|---|---|---|---|---|---|
| * 2.78 | 83.33 | 8.33 | 5.56 | 1. | Maintains up-to-date file of purchase invoices. | 86.11 | 8.33 | 2.78 | 2.78 |
| * 2.86 | 60.00 | 31.43 | 5.71 | 2. | Matches allocation of school funds to needs assessment data. | 51.43 | 37.14 | 8.57 | 2.86 |
| * 2.78 | 75.00 | 19.44 | 2.78 | 3. | Evaluates accuracy of financial records. | 75.00 | 19.44 | 2.78 | 2.78 |
| * 2.78 | 80.56 | 13.89 | 2.78 | 4. | Plans school budgets according to legal requirements. | 72.22 | 22.22 | 2.78 | 2.78 |
| * 2.78 | 83.33 | 8.33 | 5.56 | 5. | Requests financial audits as required by law. | 52.78 | 33.33 | 11.11 | 2.78 |
| * 2.78 | 88.89 | 5.56 | 2.78 | 6. | Obtains written receipts for all school funds received and dispensed. | 86.11 | 11.11 | | 2.78 |
| * 2.78 | 47.22 | 44.44 | 5.56 | 7. | Discusses legal requirements affecting budget expenditures with staff. | 36.11 | 41.67 | 19.44 | 2.78 |
| * 2.78 | 91.67 | | 5.56 | 8. | Maintains complete and accurate records of appropriated funds and expenditures. | 80.56 | 11.11 | 5.56 | 2.78 |

FISCAL MANAGEMENT

FACT 67. Financial Reports and Legal Guidelines

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| 2.86 | 42.86 | 45.71 | 8.57 | 1. Decides on methods for collecting and recording data needed for financial reports. | 42.86 | 45.71 | 11.43 | ___ |
| 2.86 | 48.57 | 37.14 | 11.73 | 2. Discusses legal guidelines affecting financial reports with central office staff. | 34.29 | 34.29 | 28.57 | 2.86 |
| * 2.86 | 74.29 | 17.14 | 5.71 | 3. Evaluates accuracy of financialreports being maintained in school according to legal guidelines. | 60.00 | 28.57 | 11.43 | ___ |
| * ___ | 91.43 | 8.57 | ___ | 4. Maintains up-to-date and accurate accounting records. | 85.71 | 11.43 | ___ | 2.86 |
| * 2.86 | 71.43 | 22.86 | 2.86 | 5. Submits quarterly reports as required by central office. | 65.71 | 25.71 | 5.71 | 2.86 |
| * 2.86 | 68.57 | 20.00 | 8.75 | 6. Plans system for collecting data needed to make financial reports. | 54.29 | 31.43 | 14.29 | ___ |
| * 2.86 | 54.29 | 34.29 | 8.57 | 7. Secures copy of legal guidelines for financial reporting. | 45.71 | 34.29 | 20.00 | ___ |

FISCAL MANAGEMENT

FACT 68. State Department of Education Requirements for Bookkeeping and Accounting

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * 2.94 | 73.53 | 20.59 | 2.94 | 1. Selects an accounting system consistent with State Department of Education requirements. | 70.59 | 14.71 | 11.76 | 2.94 |
| 2.94 | 38.24 | 35.29 | 23.53 | 2. Plans in-service sessions to inform responsible staff of State Department guidelines affecting the school's bookkeeping and accounting system. | 35.29 | 29.41 | 32.35 | 2.94 |
| 2.94 | 29.41 | 38.24 | 29.41 | 3. Secures copy of State Department of Education handbook specifying bookkeeping and accounting systems. | 23.53 | 29.41 | 44.12 | 2.94 |
| 2.94 | 29.41 | 26.47 | 41.18 | 4. Discusses State Department guidelines affecting the school's bookkeeping and accounting system with staff. | 23.53 | 20.59 | 52.94 | 2.94 |
| 2.94 | 38.24 | 35.29 | 23.53 | 5. Utilizes State Department of Education requirements when reviewing all bookkeeping and financial reports. | 26.47 | 32.35 | 38.24 | 2.94 |
| 2.94 | 29.41 | 44.12 | 23.53 | 6. Periodically assesses the degree to which bookkeeping and accounting systems are consistent with State Department of Education requirements. | 20.59 | 41.18 | 35.29 | 2.94 |
| 2.94 | 26.47 | 35.29 | 35.29 | 7. Informs staff on State Department policy changes affecting the accounting and bookkeeping system. | 23.53 | 47.06 | 2.94 | — |
| 8.82 | 29.41 | 29.41 | 32.35 | 8. Publishes State Department guidelines to be used in purchasing materials for the school. | 26.47 | 17.65 | 47.06 | 8.82 |

FACT 69. Delegation of Authority for Internal Accounting

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| 2.94 | 38.24 | 35.29 | 23.53 | 1. Collects information on data needed for internal accounting purposes. | 41.18 | 38.24 | 17.65 | 2.94 |
| 2.94 | 44.12 | 44.12 | 8.82 | 2. Discusses internal accounting responsibilities with office personnel. | 35.29 | 52.94 | 8.82 | 2.94 |
| 2.94 | 23.53 | 35.29 | 38.24 | 3. Appoints a committee to compile and prioritize budget requests. | 17.65 | 35.29 | 44.12 | 2.94 |
| 2.94 | 38.24 | 44.12 | 14.71 | 4. Selects most qualified person to assume authority for internal accounting system. | 32.35 | 47.06 | 17.65 | 2.94 |
| 2.94 | 29.41 | 52.94 | 14.71 | 5. Discusses the use of purchase order forms with teachers and other staff. | 26.47 | 52.94 | 17.65 | 2.94 |
| * 2.94 | 55.88 | 32.35 | 8.82 | 6. Designs internal bookkeeping system with appropriate personnel. | 47.06 | 38.24 | 11.76 | 2.94 |
| 2.94 | 41.18 | 29.41 | 26.47 | 7. Explains budget guidelines to staff. | 32.35 | 32.35 | 32.35 | 2.94 |
| 2.94 | 26.47 | 26.47 | 44.12 | 8. Appoints a supervisor responsible for each source of funds in the school's budget. | 20.59 | 20.59 | 55.88 | 2.94 |
| * 2.94 | 55.88 | 23.53 | 17.65 | 9. Evaluates financial reports made by accounting personnel. | 44.12 | 38.24 | 14.71 | 2.94 |
| 2.94 | 44.12 | 26.47 | 26.47 | 10. Informs staff of internal accounting policies. | 44.12 | 23.53 | 29.41 | 2.94 |

FACT 70. Superintendent and School Staff Tenure/Dismissal

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * | 75.00 | 19.44 | 5.56 | 1. Maintains written evaluations of all personnel. | 63.89 | 33.33 | 2.78 | |
| * | 69.44 | 25.00 | 5.56 | 2. Discusses evaluations with individual staff members. | 58.33 | 36.11 | 5.56 | |
| * | 66.67 | 19.94 | 13.89 | 3. Periodically assesses the accuracy of data being gathered to be used in staff tenure/dismissal decisions. | 47.22 | 33.33 | 19.44 | |
| * | 58.33 | 27.78 | 13.89 | 4. Designs procedures for evaluating staff members. | 36.11 | 41.67 | 22.22 | |
| * 2.78 | 83.33 | 8.33 | 5.56 | 5. Provides superintendent with written recommendations regarding tenure/dismissal together with supportive documentation. | 47.22 | 25.00 | 25.00 | 2.78 |
| 2.78 | 41.67 | 38.89 | 16.67 | 6. Collects suggestions from staff concerning methods for conducting staff evaluations. | 38.89 | 30.56 | 27.78 | 2.78 |
| * 2.78 | 61.11 | 27.78 | 8.33 | 7. Selects appropriate methods for evaluating staff members. | 47.22 | 33.33 | 16.67 | 2.78 |
| * 2.78 | 69.44 | 25.00 | 2.78 | 8. Maintains records of individual staff evaluation conferences. | 50.00 | 44.44 | 2.78 | 2.78 |
| * 2.78 | 55.56 | 22.22 | 19.44 | 9. Periodically evaluates methods being used to gather data to make staff tenure/dismissal decisions. | 47.22 | 33.33 | 16.67 | 2.78 |

SYSTEM-WIDE POLICIES AND OPERATIONS

FACT 71. Organization of School Staff and System Educational Goals

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| 5.56 | 30.56 | 50.00 | 13.89 | 1. Appoints staff committee to make recommendations for procedures to implement system goals in the school. | 19.44 | 50.00 | 25.00 | 5.56 |
| * 5.56 | 41.67 | 52.78 | | 2. Plans with system-wide curriculum director in-service program for teachers on methods useful in implementing system goals. | 38.89 | 47.22 | 8.33 | 5.56 |
| 5.56 | 36.11 | 50.00 | 8.33 | 3. Collects suggestions from staff on most appropriate methods to be used in implementing system-wide goals. | 27.78 | 61.11 | 5.56 | 5.56 |
| * 8.33 | 58.33 | 27.78 | 5.56 | 4. Discusses system goals with staff. | 47.22 | 38.89 | 8.33 | 5.56 |
| * 5.56 | 55.56 | 33.33 | 5.56 | 5. Periodically evaluates organization of school staff relative to the implementation of system-wide goals. | 41.67 | 44.44 | 8.33 | 5.56 |
| 5.56 | 44.44 | 44.44 | 5.56 | 6. Selects appropriate staff members to assume authority for implementing system goals. | 33.33 | 50.00 | 11.11 | 5.56 |

SYSTEM-WIDE POLICIES AND OPERATIONS

FACT 72. Board of Education Recommendations and the Revision of Educational Plans

| IMPORTANCE: No Response | Essential | Highly Desirable | Desirable | | FREQUENCY OF USE: Very Often | Frequently | Rarely | No Response |
|---|---|---|---|---|---|---|---|---|
| 5.26 | 23.68 | 44.14 | 26.32 | 1. Appoints staff committee to review board recommendations relative to implications for program changes. | 18.42 | 44.74 | 31.58 | 5.26 |
| 2.63 | 39.47 | 28.95 | 28.95 | 2. Discusses board of education recommendations with superintendent. | 26.32 | 34.21 | 39.47 | ____ |
| * 2.63 | 60.53 | 15.79 | 21.05 | 3. Discusses board of education recommendations with staff. | 44.74 | 39.47 | 15.79 | ____ |
| * 2.63 | 55.26 | 31.58 | 7.89 | 4. Designs curriculum objectives incorporating board of education recommendations. | 39.47 | 42.11 | 13.16 | 2.63 |
| * 2.63 | 57.89 | 26.32 | 13.16 | 5. Collects suggestions from staff as to the most effective methods for implementing board of education recommendations. | 36.84 | 36.84 | 23.68 | 2.63 |
| ____ | 28.95 | 42.11 | 28.95 | 6. Employs consultant to assist in implementing program changes recommended by board of education. | 15.79 | 44.74 | 39.47 | ____ |
| 5.26 | 42.11 | 31.58 | 18.42 | 7. Decides on which areas of school program need modification in light of board of education recommendations. | 21.05 | 52.63 | 18.42 | 5.26 |
| * 5.26 | 57.89 | 26.32 | 10.53 | 8. Assesses current school program in light of board of education recommendations. | 28.95 | 60.53 | 5.26 | 5.26 |

FACT 73. Compatibility of System and School Goals and Objectives

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| 2.78 | 44.44 | 44.44 | 8.33 | 1. Discusses with department heads how programs can be modified to fit system goals. | 25.00 | 63.89 | 8.33 | 2.78 |
| 2.78 | 27.78 | 47.22 | 22.22 | 2. Designs a system for collecting data on compatibility of system-wide and school goals. | 13.89 | 50.00 | 33.33 | 2.78 |
| * 2.78 | 50.00 | 38.89 | 8.33 | 3. Evaluates existing program goals to determine if they are compatible with system goals. | 30.56 | 52.78 | 13.89 | 2.78 |
| * 2.78 | 50.00 | 33.33 | 13.89 | 4. Appoints subject matter area committee to formulate goals and objectives consistent with school district goals. | 30.56 | 47.22 | 19.44 | 2.78 |
| 2.78 | 44.44 | 41.67 | 11.11 | 5. Identifies ways to modify school goals in order to make them compatible with system goals. | 27.78 | 50.00 | 19.44 | 2.78 |
| * 2.78 | 50.00 | 36.11 | 11.11 | 6. Determines school programs needing modification in order to be compatible with system-wide goals. | 22.22 | 55.56 | 19.44 | 2.78 |
| * 2.78 | 61.11 | 30.56 | 5.56 | 7. Discusses system-wide goals with staff. | 25.00 | 63.89 | 8.33 | 2.78 |
| * 2.78 | 72.22 | 16.67 | 8.33 | 8. Obtains copy of system-wide goals from central office. | 36.11 | 47.22 | 11.11 | 5.56 |
| 2.78 | 38.89 | 33.33 | 25.00 | 9. Appoints subject matter area committee to review system and school goals to assess their compatibility. | 22.22 | 52.78 | 22.22 | 2.78 |

FACT 74. Staff Decision-Making Responsibilities

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * | 65.79 | 26.32 | 7.89 | 1. Provides leadership staff with a written description of their responsibilities and duties. | 39.47 | 39.47 | 21.05 | |
| | 47.37 | 42.11 | 10.53 | 2. Collects data from staff on extent to which they understand duties and responsibilities. | 28.95 | 47.37 | 23.68 | |
| * | 47.37 | 44.74 | 7.89 | 3. Designs a communication system for clarifying staff responsibilities. | 28.95 | 55.26 | 15.79 | |
| 2.63 | [illegible] | 44.74 | 18.42 | 4. Requires leadership staff to delineate responsibilities and duties to their personnel. | 28.95 | 57.89 | 10.53 | 2.63 |
| * 2.63 | 52.63 | 39.47 | 2.63 | 5. Matches staff qualifications with decision-making responsibilities. | 44.74 | 44.74 | 5.26 | 5.26 |
| 2.63 | 36.84 | 44.14 | 15.79 | 6. Evaluates extent to which staff implement their decision-making responsibilities. | 26.32 | 60.53 | 10.53 | 2.63 |
| * 2.63 | 39.47 | 52.63 | 2.63 | 7. Decides which staff decision-making responsibilities need clarification. | 23.68 | 60.53 | 10.53 | 2.63 |
| * | 68.42 | 28.95 | 2.63 | 8. Discusses job responsibilities with staff. | 39.47 | 57.89 | 2.63 | |

FACT 75. Superintendent and Recommendations for Physical Facility Improvement

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * | 50.00 | 31.58 | 18.42 | 1. Requests superintendent to visit school to inspect physical facilities. | 26.32 | 47.37 | 23.68 | 2.63 |
| 5.26 | 15.79 | 23.68 | 55.26 | 2. Encourages parents to report high priority maintenance needs to superintendent. | 2.63 | 36.84 | 55.26 | 5.26 |
| * | 52.63 | 42.11 | 5.26 | 3. Collects suggestions from staff regarding needed physical facilities improvement. | 28.95 | 63.16 | 7.89 | |
| 2.63 | 39.47 | 31.58 | 26.32 | 4. Designs system for collecting data on condition of physical plant to be used in making recommendations to superintendent. | 23.68 | 44.74 | 28.95 | 2.63 |
| * | 60.53 | 34.21 | 5.26 | 5. Periodically evaluates the condition of the physical facilities together with custodial staff. | 44.74 | 50.00 | 5.26 | |
| * | 71.05 | 26.32 | 2.63 | 6. Prioritizes maintenance needs. | 52.63 | 44.74 | 2.63 | |
| * 2.63 | 68.42 | 26.32 | 2.63 | 7. Selects maintenance problems to be reported to the central office. | 47.37 | 44.74 | 5.26 | 2.63 |
| * | 63.16 | 26.32 | 10.53 | 8. Files maintenance requisitions with superintendent. | 52.65 | 42.11 | 5.26 | |
| * 2.63 | 65.79 | 15.79 | 15.79 | 9. Discusses maintenance problems with superintendent. | 39.47 | 47.37 | 10.53 | 2.63 |

FACT 76. System Assigned Subject Matter Specialists

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * 2.63 | 63.16 | 26.52 | 7.89 | 1. Discusses the services provided by subject matter specialists with teachers. | 28.95 | 57.89 | 10.53 | 2.63 |
| * ____ | 50.00 | 36.84 | 13.16 | 2. Arranges for classroom visitation by subject matter specialists to observe classroom practices and make recommendations to teachers. | 28.95 | 55.26 | 15.79 | ____ |
| 2.63 | 39.47 | 44.74 | 13.16 | 3. Evaluates contributions of subject matter specialists by surveying teachers' opinions. | 23.68 | 63.18 | 10.53 | 2.63 |
| * ____ | 50.00 | 36.84 | 13.16 | 4. Plans in-service meetings for teachers to familiarize them with services offered by subject matter specialists employed by the school system. | 23.68 | 60.53 | 15.79 | ____ |
| 2.63 | 21.05 | 39.47 | 36.84 | 5. Obtains monthly reports from subject matter specialists regarding their work with individual students. | 15.79 | 50.00 | 31.58 | 2.63 |
| 2.63 | 44.74 | 36.84 | 13.16 | 6. Discusses subject matter specialists' recommendations with teachers. | 18.42 | 68.42 | 7.89 | 2.63 |
| 2.63 | 18.42 | 26.32 | 50.00 | 7. Appoints a committee for evaluating services of subject matter specialists. | 2.63 | 44.74 | 47.37 | 2.63 |
| 2.63 | 34.21 | 42.11 | 21.05 | 8. Determines which teachers need to meet with subject matter specialists. | 21.05 | 60.53 | 15.79 | 2.63 |

FACT 77. Superintendent and Recommendations Concerning Prospective Employees

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| 5.26 | 13.16 | 36.84 | 44.74 | 1. | Appoints committee to screen prospective employees. | 10.53 | 21.05 | 63.16 | 5.26 |
| * | 73.68 | 21.05 | 5.26 | 2. | Selects most qualified employees from those available. | 57.89 | 36.84 | 5.26 | |
| * | 71.05 | 26.32 | 2.63 | 3. | Matches qualifications of employees with job requirements. | 60.53 | 34.11 | | 5.26 |
| * 2.63 | 55.26 | 23.68 | 18.42 | 4. | Reports recommendations regarding prospective employees to superintendent in writing. | 44.74 | 44.74 | 7.89 | 2.63 |
| * 2.63 | 73.68 | 18.42 | 5.26 | 5. | Schedules interviews with prospective employees. | 73.68 | 21.05 | 2.63 | 2.63 |
| 5.26 | 44.74 | 31.58 | 15.79 | 6. | Obtains prospective employee files from central office. | 36.84 | 42.11 | 13.16 | 5.26 |
| * 2.63 | 55.26 | 28.95 | 13.16 | 7. | Discusses recommendations regarding prospective employees with superintendent. | 42.11 | 39.47 | 15.79 | 2.63 |
| 2.63 | 31.58 | 47.37 | 18.42 | 8. | Periodically evaluates prospective employee selection methods. | 26.32 | 47.37 | 23.68 | 2.63 |
| * 5.26 | 60.53 | 26.32 | 7.89 | 9. | Determines qualifications needed by prospective employees for a praticular position. | 47.37 | 39.47 | 7.89 | 5.26 |
| * 2.70 | 70.27 | 24.32 | 2.70 | 10. | Prioritizes school staffing needs. | 48.65 | 43.24 | 2.70 | 5.41 |
| 2.70 | 45.95 | 32.43 | 18.92 | 11. | Collects information about staffing needs from department heads. | 32.43 | 45.95 | 13.51 | 8.11 |

FACT 78. School Board Policies and School Personnel

| IMPORTANCE | | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | | Very Often | Frequently | Rarely | No Response |
| * | 80.00 | 20.00 | | 1. | Collects school-personnel policy statements issued by school board. | 62.86 | 31.43 | 5.71 | |
| * | 68.57 | 28.57 | 2.86 | 2. | Designs a system for communicating school board policies to staff. | 62.86 | 34.29 | 2.86 | |
| * | 62.96 | 34.29 | 2.86 | 3. | Determines most appropriate methods for communicating school board policies to staff. | 54.29 | 37.14 | 8.57 | |
| * 2.86 | 51.43 | 17.14 | 28.57 | 4. | Posts copy of school board policies on teachers' bulletin board. | 45.71 | 25.71 | 25.71 | 2.86 |
| 5.71 | 20.00 | 22.86 | 51.43 | 5. | Appoints a committee to review school board policies as they affect personnel. | 11.43 | 31.43 | 57.14 | |
| * | 82.86 | 14.29 | 2.86 | 6. | Distributes written copies of board policies to all school personnel. | 77.14 | 14.29 | 8.57 | |
| * | 71.43 | 28.57 | | 7. | Discusses school board policies with staff at faculty meetings. | 57.14 | 42.86 | | |
| * | 65.71 | 28.57 | 5.71 | 8. | Assesses the extent to which staff are adhering to current school board policies. | 51.43 | 40.00 | 8.57 | |

FACT 79. Superintendent and Planning System Educational Goals

| | IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|---|
| | No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| | | 41.18 | 41.18 | 17.65 | 1. Encourages superintendent to discuss system-wide goals with staff. | 23.53 | 52.94 | 23.53 | |
| | | 23.53 | 50.00 | 26.47 | 2. Schedules meetings with superintendent to plan system-wide educational goals. | 14.71 | 52.94 | 32.35 | |
| * | | 50.00 | 38.24 | 11.76 | 3. Determines which system-wide educational goals are most relevant for his particular school. | 47.06 | 44.12 | 8.82 | |
| | | 35.29 | 50.00 | 14.71 | 4. Appoints faculty committee to make recommendations concerning desired system-wide goals. | 35.29 | 41.18 | 20.59 | 2.94 |
| | | 38.24 | 50.00 | 11.76 | 5. Makes suggestions to superintendent regarding system educational goals. | 23.53 | 52.94 | 23.53 | |
| * | | 50.00 | 35.29 | 14.71 | 6. Evaluates compatibility of system-wide goals with the school's goals. | 38.24 | 44.12 | 17.65 | |
| | | 32.35 | 38.24 | 29.41 | 7. Collects suggestions from community for designing system-wide goals. | 23.53 | 44.12 | 32.35 | |
| | | 26.47 | 47.06 | 26.47 | 8. Assesses the extent to which system-wide goals are operationalized in the school. | 29.41 | 44.12 | 26.47 | |
| * | | 32.35 | 58.82 | 8.82 | 9. Collects suggestions from staff for designing system-wide goals. | 32.35 | 55.88 | 11.76 | |

FACT 80. Long Range System Planning and Current School Problems

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| * 2.78 | 66.67 | 30.56 | ___ | 1. Identifies and defines school problems by meeting with staff. | 50.00 | 36.11 | 11.11 | 2.78 |
| 2.78 | 13.89 | 47.22 | 36.11 | 2. Conducts formal survey of student opinion concerning school problems. | 13.89 | 41.67 | 41.67 | 2.78 |
| 2.78 | 22.22 | 61.11 | 13.89 | 3. Appoints an advisory committee to identify school problems. | 19.44 | 52.78 | 25.00 | 2.78 |
| * 2.78 | 33.33 | 61.11 | 2.78 | 4. Determines which school problems are related to long range system plans. | 19.44 | 55.56 | 22.22 | 2.78 |
| 2.78 | 47.22 | 38.89 | 11.11 | 5. Discusses with superintendent the evidence of identified school problems in long range district plans. | 22.22 | 50.00 | 25.00 | 2.78 |
| * 2.78 | 44.44 | 47.22 | 5.56 | 6. Conducts a needs assessment to identify existing school problems. | 33.33 | 44.44 | 19.44 | 2.78 |
| 2.78 | 36.11 | 50.00 | 11.11 | 7. Communicates school needs assessment data to central office for use in long range system planning. | 30.56 | 44.44 | 22.22 | 2.78 |
| 2.78 | 22.22 | 63.89 | 11.11 | 8. Designs a system for assessing existing school problems. | 25.00 | 47.22 | 25.00 | 2.78 |
| 2.78 | 19.44 | 47.22 | 30.56 | 9. Identifies and defines school problems by meeting with students. | 22.22 | 36.11 | 38.89 | 2.78 |

FACT 80. Long Range System Planning and Current School Problems

| IMPORTANCE | | | | | FREQUENCY OF USE | | | |
|---|---|---|---|---|---|---|---|---|
| No Response | Essential | Highly Desirable | Desirable | | Very Often | Frequently | Rarely | No Response |
| 5.56 | 25.00 | 61.11 | 8.33 | 10. Assesses extent to which identified school problems are considered in long range system plans. | 16.67 | 55.56 | 22.22 | 2.78 |
| 13.89 | 30.56 | 41.67 | 13.89 | 11. Identifies and defines school problems by meeting with parents. | 11.43 | 62.86 | 14.29 | 11.43 |

# APPENDIX D

## SUMMARY OF COMPOSITE[1] MEANS AND STANDARD DEVIATIONS FOR RATINGS OF COMPETENCY INDICATOR ITEMS DERIVED FROM THE PRINCIPAL PERFORMANCE DESCRIPTION SURVEY - PRINCIPAL FORM, GROUPED BY FUNCTIONAL AREAS OF RESPONSIBILITY

[1]"Composite" represents scores based on the Total School Sample (35 elementary and 10 secondary principals)

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Curriculum/Instruction" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.091 | 0.709 | 1. | Provides variety of instructional materials to meet individual student needs. | 3.884 | 0.697 |
| 3.814 | 0.880 | 2. | Selects instructional materials based on individual student needs. | 3.791 | 0.742 |
| 3.659 | 0.987 | 3. | Conducts student needs assessment. | 3.667 | 0.816 |
| 4.273 | 0.788 | 4. | Plans class schedules to meet individual student needs. | 4.047 | 0.722 |
| 4.523 | 0.664 | 5. | Orients staff to the need to take into account individual student differences. | 3.886 | 0.784 |
| 3.932 | 0.789 | 6. | Evaluates student needs based on formal and informal teacher observations. | 3.864 | 0.734 |
| 3.389 | 1.536 | 7. | Conducts vision and hearing tests. | 4.067 | 1.081 |
| 3.595 | 0.964 | 8. | Plans a program to evaluate student abilities. | 3.634 | 0.767 |
| 3.488 | 0.768 | 9. | Evaluates the effectiveness of both subjective and objective grading procedures. | 3.476 | 0.634 |
| 3.864 | 0.955 | 10. | Discusses student performance criteria with teachers at grade level and/or departmental meetings. | 3.773 | 0.859 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Curriculum/Instruction" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 3.488 | 0.827 | 11. | Determines most important student outcomes to be evaluated. | 3.571 | 0.703 |
| 3.762 | 0.983 | 12. | Formulates grading practices with teachers. | 3.795 | 0.801 |
| 3.595 | 1.106 | 13. | Collects suggestions concerning student performance criteria from teaching staff. | 3.561 | 1.001 |
| 4.636 | 0.750 | 14. | Encourages teachers to consider individual differences when evaluating student progress. | 4.068 | 0.925 |
| 3.545 | 0.975 | 15. | Discusses minimally acceptable academic performance standards with teachers. | 3.488 | 0.798 |
| 4.386 | 0.655 | 76. | Encourages teachers to plan individualized instructional programs. | 3.955 | 0.834 |
| 4.068 | 0.846 | 77. | Provides a variety of instructional programs to meet individual learner needs. | 3.818 | 0.756 |
| 3.628 | 1.092 | 78. | Selects diagnostic procedures to aid in the identification of student needs. | 3.878 | 0.678 |
| 3.366 | 1.157 | 79. | Designs curriculum based on the results of needs assessment. | 3.641 | 0.903 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Curriculum/Instruction" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 3.390 | 1.022 | 80. | Conducts a follow-up study to determine the extent to which school curricula have met student needs. | 3.450 | 0.846 |
| 3.643 | 0.906 | 81. | Determines desirable curriculum changes based on classroom observation, teacher discussion, etc. | 3.619 | 0.825 |
| 4.333 | 0.754 | 82. | Encourages teachers to generate new curriculum ideas. | 3.976 | 0.811 |
| 4.023 | 0.771 | 99. | Discusses problems of specific consistently failing students with teachers. | 3.953 | 0.785 |
| 3.286 | 1.154 | 100. | Identifies the needs of consistently failing students by conducting a needs assessment. | 3.359 | 0.873 |
| 4.227 | 0.711 | 101. | Encourages teachers to try new and innovative teaching methods in helping the consistently failing student. | 3.886 | 0.754 |
| 3.636 | 0.942 | 102. | Evaluates alternative plans for meeting the needs of consistently failing students. | 3.558 | 0.796 |
| 3.568 | 1.065 | 125. | Discusses with faculty the design and use of instruments used to evaluate instructional program. | 3.488 | 1.009 |
| 3.465 | 0.984 | 126. | Assesses teacher-implemented instructional evaluation programs. | 3.548 | 0.942 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Curriculum/Instruction" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 3.750 | 0.967 | 127. | Discusses with teachers those instructional skills for which they are to be held accountable. | 3.773 | 0.859 |
| 3.651 | 0.973 | 128. | Discusses program evaluation methods with faculty. | 3.690 | 0.780 |
| 3.476 | 0.890 | 129. | Selects most appropriate methods for evaluating instructional program and teaching effectiveness. | 3.405 | 0.857 |
| 3.488 | 0.840 | 130. | Plans an instructional evaluation system. | 3.512 | 0.898 |
| 3.951 | 1.117 | 144. | Appoints teachers to serve on curriculum committee. | 4.256 | 0.850 |
| 3.810 | 1.153 | 145. | Works with curriculum committee to establish goals. | 4.128 | 0.833 |
| 3.860 | 0.990 | 146. | Surveys current usage of instructional materials in schools. | 4.043 | 0.825 |
| 3.714 | 0.918 | 147. | Evaluates effectiveness of instructional materials currently being used in school. | 3.625 | 0.868 |
| 3.905 | 0.878 | 179. | Discusses problems in evaluating classroom instructional climate with teachers. | 3.857 | 0.952 |
| 4.000 | 0.889 | 180. | Evaluates instructional climate by observing in the classroom. | 4.023 | 0.902 |
| 3.647 | 1.063 | 184. | Discusses results of school testing program with teachers. | 3.814 | 0.982 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Curriculum/Instruction" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.068 | 0.974 | 196. | Plans individual teacher conferences to discuss their instructional effectiveness. | 4.159 | 0.680 |
| 4.023 | 0.849 | 197. | Periodically observes teacher-student classroom interaction. | 4.045 | 0.776 |
| 3.727 | 0.899 | 198. | Selects most appropriate procedures for assessing teaching method effectiveness. | 3.682 | 0.983 |
| 3.767 | 1.020 | 215. | Assesses extent to which master schedules reflect the optimal use of staff resources. | 4.000 | 0.765 |
| 3.929 | 0.894 | 216. | Collects data on staff and curriculum organization needs. | 3.976 | 0.841 |
| 3.950 | 1.260 | 217. | Requests recommendations from departments concerning the master schedule. | 4.324 | 0.747 |
| 4.000 | 0.934 | 218. | Designs curriculum organization for the optimal utilization of staff. | 4.225 | 0.698 |
| 4.136 | 0.795 | 219. | Discusses with teachers characteristics of environment conducive to learning. | 4.091 | 0.772 |
| 4.000 | 0.889 | 220. | Visits classrooms to observe classroom learning environments. | 4.068 | 0.846 |
| 4.045 | 0.834 | 221. | Judges which teachers need help in designing better classroom environments. | 4.023 | 0.762 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Curriculum/Instruction" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.326 | 0.969 | 227. | Maintains safe, secure, and confidential records of test data. | 4.372 | 0.900 |
| 4.364 | 0.865 | 228. | Requests teachers to identify students in need of special diagnostic testing. | 4.341 | 0.888 |
| 3.837 | 1.022 | 229. | Discusses test results with teachers. | 3.884 | 0.981 |
| 3.419 | 1.118 | 230. | Evaluates degree to which currently used tests are measuring school objectives. | 3.537 | 1.120 |
| 3.591 | 0.948 | 253. | Plans in-service training to help teachers develop skills necessary for solving instructional problems. | 3.682 | 0.857 |
| 3.773 | 0.961 | 254. | Observes teachers in classrooms in order to identify instructional problem solving needing improvement. | 3.860 | 0.804 |
| 3.767 | 0.895 | 255. | Periodically discusses classroom goals with teachers. | 3.884 | 0.793 |
| 4.091 | 0.936 | 260. | Encourages teachers to work together in modifying curriculum. | 4.159 | 0.834 |
| 3.190 | 1.273 | 261. | Schedules released time for teachers to plan for and revise courses during regular school day. | 3.725 | 1.109 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Curriculum/Instruction" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | | ITEM | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 3.405 | 1.149 | 262. | Organizes faculty committees to evaluate curriculum content. | 3.725 | 0.933 |
| 3.537 | 0.897 | 265. | Assesses extent to which curriculum content is perceived as being relevant by students, teachers, and business and community members. | 3.537 | 0.897 |
| 3.357 | 1.144 | 266. | Appoints faculty committee to review curriculum content and organization and recommends needed changes. | 3.675 | 0.888 |
| 3.381 | 1.035 | 267. | Discusses with teachers which procedures for evaluating both short and long range instructional objectives are to be employed. | 3.683 | 0.850 |
| 4.098 | 1.136 | 268. | Maintains a system for continuous recording of achievement test data, grades, and other evaluative information. | 4.250 | 1.056 |
| 3.595 | 1.149 | 269. | Plans a system for evaluating student progress toward instructional objectives. | 3.850 | 0.921 |
| 3.628 | 1.215 | 270. | Periodically evaluates student achievement using standardized tests. | 3.786 | 1.071 |
| 3.600 | 1.150 | 271. | Decides what methods are to be used in evaluating progress toward instructional objectives. | 3.865 | 0.822 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Curriculum/Instruction" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 3.829 | 1.022 | 292. | Discusses curriculum content and organization with staff. | 3.951 | 0.973 |
| 3.829 | 1.138 | 311. | Determines which educational programs need revision based on parent, teacher, and student input. | 4.025 | 0.832 |
| 3.829 | 1.046 | 312. | Discusses educational program changes with parents. | 4.049 | 0.865 |
| 3.951 | 1.024 | 313. | Plans new educational programs with central office personnel. | 4.171 | 0.738 |
| 4.214 | 0.898 | 314. | Discusses educational program changes with teachers. | 4.286 | 0.708 |
| 3.524 | 1.018 | 315. | Reviews student test data to determine need for new curricula. | 3.690 | 1.000 |
| 3.610 | 0.972 | 316. | Reviews community background, present programs, and current course offerings to determine need for new curricula. | 3.825 | 0.712 |
| 3.857 | 0.926 | 317. | Discusses student interests with teachers. | 4.000 | 0.765 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Staff Personnel" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.568 | 0.900 | 16. | Provides staff with written information concerning salary schedules. | 4.791 | 0.466 |
| 3.953 | 1.308 | 17. | Seeks clarification from central office concerning salary schedules. | 4.732 | 0.593 |
| 4.000 | 0.845 | 20. | Encourages teachers to use in-class methods to highlight student achievements. | 3.837 | 0.871 |
| 3.909 | 0.772 | 35. | Discusses instructional objectives with individual teachers. | 3.818 | 0.786 |
| 4.023 | 0.821 | 36. | Provides necessary teaching aids. | 4.023 | 0.821 |
| 3.535 | 0.735 | 37. | Selects appropriate methods for assisting teachers in developing more effective practices for attaining instructional objectives. | 3.395 | 0.728 |
| 3.773 | 0.912 | 38. | Collects information concerning teaching practices by observing teaching in the classroom. | 3.864 | 0.795 |
| 4.205 | 0.851 | 39. | Informs teachers of available instructional resources. | 4.045 | 0.888 |
| 4.395 | 1.027 | 40. | Provides each teacher with a curriculum guide. | 4.146 | 1.038 |
| 3.698 | 0.914 | 41. | Supervises teachers in the classroom. | 3.721 | 0.766 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Staff Personnel" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.023 | 0.886 | 42. | Schedules teacher meetings by grade level or department to discuss instructional practices. | 4.163 | 0.754 |
| 3.791 | 0.804 | 43. | Develops a system in which teachers work cooperatively in implementing instructional objectives. | 3.744 | 0.902 |
| 3.690 | 1.093 | 90. | Periodically meets with staff to discuss and evaluate assignments. | 3.929 | 0.894 |
| 4.238 | 0.958 | 91. | Discusses duties and responsibilities with staff prior to assignment. | 4.238 | 0.726 |
| 4.220 | 0.822 | 92. | Matches personnel with list of task responsibilities. | 4.225 | 0.620 |
| 4.439 | 1.001 | 93. | Delegates authority for classroom operation to teacher according to system policies. | 4.561 | 0.634 |
| 4.357 | 0.759 | 94. | Selects personnel for specific job functions on the basis of staff abilities and skills and requirements of tasks to be assigned. | 4.381 | 0.623 |
| 4.581 | 0.587 | 95. | Makes himself available for conferences to staff members with decision-making authority. | 4.571 | 0.084 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Staff Personnel" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.605 | 0.903 | 96. | Delegates authority for lunch room operation to lunch room manager according to system policies. | 4.744 | 0.581 |
| 3.976 | 1.158 | 97. | Informs staff members of assigned authority via memo, newsletter, letter, or other written communications. | 4.190 | 0.943 |
| 4.488 | 0.985 | 98. | Delegates authority for operation of library to librarian. | 4.558 | 0.765 |
| 4.273 | 0.949 | 116. | Explains to teachers the importance of membership in professional organizations and continued professional growth. | 3.932 | 0.925 |
| 4.227 | 1.075 | 117. | Encourages staff to join, and participate, in professional organizations. | 3.841 | 0.963 |
| 4.227 | 1.008 | 118. | Explains professional benefits accruing to members of professional organizations during faculty meetings, e.g. legal protection, social insurance plans, etc. | 4.233 | 0.751 |
| 4.473 | 0.788 | 119. | Participates in professional improvement activities with teachers. | 4.091 | 0.830 |
| 4.136 | 1.091 | 120. | Informs teachers about the various state, local, and national organizations. | 3.795 | 1.025 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Staff Personnel" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.068 | 0.846 | 121. | Publicly recognizes and commends teachers for professional activities and accomplishments. | 4.095 | 0.906 |
| 4.442 | 0.666 | 124. | Encourages teacher feedback on school operations in faculty/department/grade level meetings. | 4.140 | 0.774 |
| 3.595 | 0.989 | 133. | Evaluates effects of staff participation in formulating school operation policies. | 3.690 | 0.950 |
| 3.932 | 0.974 | 134. | Communicates to staff the importance of their participation in school policy decision-making. | 3.818 | 0.995 |
| 3.395 | 1.312 | 135. | Writes set of school policy statements and develops handbook. | 3.842 | 0.945 |
| 3.878 | 1.077 | 155. | Reviews prospective employee applications in central office files. | 4.308 | 0.655 |
| 4.465 | 0.797 | 156. | Selects most qualified personnel from available applicants. | 4.349 | 0.752 |
| 4.581 | 0.731 | 157. | Interviews prospective employees. | 4.419 | 0.731 |
| 4.317 | 0.986 | 158. | Develops personnel selection priorities using system guidelines and school needs. | 4.350 | 0.736 |
| 4.390 | 0.891 | 159. | Selects employees by matching applicant qualifications to job descriptions. | 4.275 | 0.816 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Staff Personnel" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.452 | 0.916 | 160. | Informs central office of employee selection decisions. | 4.585 | 0.547 |
| 3.750 | 1.548 | 161. | Requests central office to schedule appointments for tentatively selected employees. | 4.250 | 1.079 |
| 3.732 | 0.775 | 168. | Evaluates attainment of in-service training objectives. | 3.805 | 0.872 |
| 3.625 | 1.079 | 169. | Conducts needs assessment of professional educational staff. | 3.846 | 0.988 |
| 3.878 | 0.980 | 170. | Communicates results of staff evaluation to staff members. | 3.878 | 0.927 |
| 3.610 | 1.115 | 171. | Assigns available specialists to work with staff at in-service training sessions. | 3.875 | 0.883 |
| 3.909 | 0.960 | 190. | Chooses appropriate methods for informing teachers of student rights and responsibilities. | 4.000 | 0.889 |
| 3.714 | 1.402 | 191. | Provides each teacher with a copy of system-wide and school policy handbooks. | 4.105 | 0.894 |
| 3.875 | 0.911 | 256. | Assesses staffs' understanding of system policies and priorities. | 3.875 | 0.822 |
| 3.905 | 0.983 | 257. | Discusses system policies and decisions with individual staff members. | 4.071 | 0.712 |
| 3.976 | 0.987 | 258. | Discusses system policies and priorities with staff. | 4.146 | 0.727 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Staff Personnel" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.075 | 0.997 | 259. | Obtains information regarding current system priorities and policies. | 4.300 | 0.687 |
| 3.628 | 0.874 | 263. | Determines curriculum areas needing modification. | 3.558 | 0.765 |
| 3.558 | 0.959 | 264. | Schedules staff meetings to discuss curriculum content areas where modification is needed. | 3.767 | 0.782 |
| 4.205 | 0.904 | 273. | Discusses results of classroom observations with individual teachers. | 4.182 | 0.815 |
| 3.953 | 1.154 | 274. | Discusses with teachers information to be entered in permanent records. | 4.302 | 0.773 |
| 3.325 | 1.118 | 275. | Collects information from teachers on whether they can correctly interpret data in student cumulative records. | 3.487 | 0.885 |
| 3.750 | 1.515 | 276. | Distributes permanent folders to teachers at beginning of year. | 4.263 | 1.057 |
| 3.829 | 1.243 | 277. | Discusses with teachers the necessity of being "objective" in using permanent records. | 4.150 | 0.864 |
| 4.214 | 1.094 | 278. | Discusses with teachers the importance of "confidentiality" of records. | 4.488 | 0.675 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Pupil Personnel" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.455 | 0.875 | 45. | Informs parents of discipline problems when warranted. | 4.341 | 0.776 |
| 4.386 | 0.784 | 46. | Discusses classroom behavior problems with teachers and students. | 4.227 | 0.803 |
| 4.295 | 0.823 | 47. | Maintains consistency when administering consequences for misbehavior. | 4.302 | 0.674 |
| 4.250 | 0.943 | 48. | Obtains information from a variety of sources when analyzing particular discipline problems. | 4.159 | 0.888 |
| 4.048 | 0.936 | 49. | Prioritizes student discipline problems in need of solution. | 3.878 | 0.927 |
| 3.955 | 0.914 | 50. | Designs specific strategies for handling frequently occurring discipline problems. | 3.955 | 0.939 |
| 4.409 | 0.871 | 51. | Discusses consequences of misbehavior with problem students. | 4.136 | 0.955 |
| 4.250 | 0.866 | 52. | Discusses with teachers the importance of being consistent in disciplinary actions taken. | 3.909 | 0.802 |
| 4.091 | 1.074 | 53. | Requests that all teachers report major rule infractions to the front office. | 4.182 | 0.691 |
| 3.977 | 0.952 | 54. | Works with problem children in designing behavior change and/or prevention strategies. | 3.818 | 0.995 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Pupil Personnel" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.295 | 0.851 | 55. | Arranges for parent-student-teacher conferences when necessary to discuss inappropriate student behavior. | 4.295 | 0.795 |
| 4.318 | 0.959 | 56. | Discusses discipline problems with misbehaving students. | 4.114 | 0.970 |
| 3.860 | 1.014 | 57. | Makes school behavioral guidelines available to students and teachers. | 3.833 | 0.853 |
| 3.909 | 0.960 | 58. | Evaluates the effectiveness of disciplinary actions taken. | 3.884 | 0.879 |
| 3.907 | 1.171 | 59. | Maintains written records of all disciplinary actions taken. | 4.075 | 0.971 |
| 4.023 | 0.976 | 60. | Discusses disciplinary responsibilities with individual teachers. | 4.023 | 0.849 |
| 3.791 | 1.036 | 131. | Devises procedures for teachers to report student personnel problems. | 3.814 | 0.852 |
| 4.140 | 0.804 | 132. | Discusses pupil personnel problems with teachers. | 4.023 | 0.886 |
| 4.395 | 0.903 | 175. | Maintains "open door" policy concerning student interaction. | 4.262 | 0.912 |
| 4.227 | 0.803 | 176. | Assesses degree to which students feel comfortable in informal interaction with principal. | 4.045 | 0.746 |

TABLE

Summary of Composite Means and Standard Deviations for Rating of the "Pupil Personnel" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.286 | 0.805 | 177. | Visits students during recess, free periods, lunch, etc. | 4.214 | 0.717 |
| 3.953 | 0.975 | 178. | Selects appropriate methods to encourage informal principal-pupil interaction. | 4.048 | 0.825 |
| 3.632 | 1.025 | 185. | Selects most appropriate methods for disseminating occupational/educational information. | 3.658 | 1.047 |
| 4.791 | 0.559 | 238. | Maintains permanent record of daily student attendance. | 4.698 | 0.599 |
| 4.098 | 0.995 | 239. | Evaluates attendance trends in school using student accounting data. | 4.250 | 0.870 |
| 3.895 | 1.247 | 240. | Plans a system of student accounting and attendance. | 4.237 | 0.971 |
| 4.390 | 0.997 | 241. | Collects information on new students, withdrawals, individual student days absent, individual days present, and average daily attendance. | 4.500 | 0.751 |
| 4.220 | 1.194 | 242. | Maintains daily, weekly, and monthly records of tardy students. | 4.225 | 1.074 |
| 4.093 | 1.211 | 243. | Reports chronic absentees to visiting teacher. | 3.881 | 1.292 |
| 4.475 | 1.176 | 244. | Communicates monthly attendance report to central office. | 4.811 | 0.462 |

TABLE

Summary of Composite Means and Standard Deviations for Rating of the "Pupil Personnel" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | | ITEM | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.439 | 0.976 | 245. | Decides on staff responsibilities for maintaining student accounting and attendance records. | 4.610 | 0.628 |
| 4.775 | 0.620 | 246. | Maintains attendance records according to state guidelines. | 4.850 | 0.533 |
| 3.488 | 0.856 | 251. | Assesses strengths and weaknesses of various evaluation techniques, procedures, and instruments currently being used in school. | 3.558 | 0.825 |
| 3.683 | 0.960 | 252. | Selects appropriate procedures for informing staff, parents, and students of evaluation policies. | 3.725 | 0.905 |
| 3.690 | 1.024 | 272. | Plans system for assessing special needs of school children. | 3.619 | 0.987 |
| 4.119 | 1.131 | 279. | Discusses with teachers policies for keeping permanent records. | 4.405 | 0.701 |
| 4.093 | 0.895 | 280. | Meets with teachers periodically to discuss individual children. | 4.186 | 0.764 |
| 4.119 | 1.087 | 281. | Discusses with teachers the importance of keeping records up to date and complete. | 4.167 | 0.908 |
| 4.571 | 0.801 | 282. | Makes records available to teachers at all times. | 4.548 | 0.670 |

TABLE

Summary of Composite Means and Standard Deviations for Rating of the "Pupil Personnel" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 3.700 | 1.285 | 283. | Distributes policy statement to teachers about the keeping of permanent records. | 4.103 | 1.021 |
| 3.857 | 1.221 | 284. | Discusses with teachers information to be included in student cumulative records. | 4.293 | 0.716 |
| 4.512 | 0.952 | 285. | Maintains a secure place for storage of cumulative records. | 4.707 | 0.512 |
| 3.976 | 1.239 | 286. | Decides appropriate information to be included in student cumulative records. | 4.439 | 0.743 |
| 4.262 | 1.170 | 287. | Obtains student folder for each student from former school. | 4.512 | 0.810 |
| 3.590 | 1.186 | 288. | Devises guidelines for the inclusion of information in cumulative records. | 3.974 | 0.915 |
| 3.756 | 1.067 | 289. | Evaluates student cumulative records periodically to determine accuracy and completeness. | 4.049 | 0.921 |
| 4.341 | 0.990 | 290. | Delegates authority for obtaining new student records to appropriate staff member. | 4.683 | 0.521 |
| 3.975 | 1.121 | 291. | Discusses with teachers school policies related to the maintenance of student cumulative records. | 4.385 | 0.673 |
| 4.293 | 0.981 | 318. | Attends scheduled inter-and intra- school activities. | 4.500 | 0.555 |

TABLE

Summary of Composite Means and Standard Deviations for Rating of the "Pupil Personnel" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.341 | 0.939 | 330. | Discusses importance of confidentiality of student records with staff. | 4.455 | 0.697 |
| 4.023 | 1.102 | 331. | Discusses information to be entered on student records with staff. | 4.209 | 0.833 |
| 3.744 | 1.093 | 332. | Devises a policy concerning access to student information. | 4.070 | 0.828 |
| 3.907 | 1.065 | 333. | Designs an easily accessible student information system. | 4.047 | 0.872 |
| 4.591 | 0.844 | 334. | Maintains a cumulative folder for each student. | 4.705 | 0.553 |
| 3.930 | 1.033 | 335. | Discusses student information priorities with staff. | 4.093 | 0.811 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Support Management" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | | ITEM | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 3.977 | 1.035 | 44. | Obtains clarification of legal mandates from central office. | 4.163 | 0.785 |
| 4.136 | 0.930 | 231. | Collects information about school plant needs from custodial staff. | 4.182 | 0.756 |
| 4.409 | 0.923 | 232. | Regularly reports on maintenance problems and solutions to central office. | 4.341 | 0.713 |
| 4.103 | 1.095 | 233. | Prioritizes school plant needs in accordance with budget guidelines. | 4.289 | 0.867 |
| 4.227 | 1.097 | 234. | Develops systematic procedure for reporting school maintenance problems. | 4.333 | 0.754 |
| 4.256 | 0.875 | 235. | Regularly discusses plant maintenance problems with custodial staff. | 4.295 | 0.668 |
| 3.463 | 1.660 | 236. | Requests appropriate authorities to conduct a periodic fire inspection. | 4.314 | 0.993 |
| 4.500 | 0.762 | 237. | Regularly makes informal inspections of buildings and grounds. | 4.545 | 0.548 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "School-Community Interface" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.048 | 1.058 | 70. | Disseminates information about the school, its students, and programs through school newsletter. | 3.951 | 1.071 |
| 3.902 | 1.044 | 71. | Plans system for principal-parent conferences to discuss student progress and/or problems. | 4.024 | 0.987 |
| 4.636 | 0.685 | 72. | Actively participates in PTO and other school/community organizations. | 4.545 | 0.820 |
| 4.047 | 1.090 | 73. | Plans system for parent-teacher conferences to discuss student progress and/or problems. | 4.286 | 0.742 |
| 4.476 | 0.707 | 74. | Encourages teachers to inform parents about school programs and activities through students. | 4.286 | 0.864 |
| 4.455 | 0.820 | 75. | Maintains "open house" school policy concerning parents visiting the school. | 4.273 | 0.973 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Fiscal Management" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 3.900 | 1.336 | 18. | Designs internal bookkeeping system with appropriate personnel. | 4.676 | 0.626 |
| 4.225 | 1.025 | 19. | Evaluates financial reports made by accounting personnel. | 4.575 | 0.636 |
| 4.419 | 0.852 | 21. | Informs central office in writing of instructional materials and equipment needs. | 4.395 | 0.791 |
| 4.114 | 0.970 | 22. | Requires teachers to prioritize their materials and equipment needs. | 4.093 | 0.895 |
| 4.568 | 0.728 | 23. | Prioritizes instructional materials purchases. | 4.409 | 0.693 |
| 3.795 | 1.025 | 24. | Evaluates currently used instructional materials. | 3.773 | 0.859 |
| 4.205 | 0.978 | 25. | Periodically collects instructional materials and equipment needs from staff. | 4.182 | 0.815 |
| 3.955 | 0.806 | 26. | Discusses results of instructional materials needs survey with teachers. | 3.977 | 0.792 |
| 4.214 | 1.048 | 27. | Seeks outside funds (e.g., from PTA, Federal sources, etc.) to supplement instructional materials and equipment budget. | 4.119 | 1.064 |
| 4.395 | 0.877 | 28. | Identifies current budgetary limits for purchasing instructional materials. | 4.442 | 0.734 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Fiscal Management" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.381 | 0.936 | 29. | Plans for purchase and/or renovation of instructional materials and equipment within budgetary limits. | 4.390 | 0.771 |
| 4.047 | 0.975 | 30. | Determines guidelines for school purchases. | 4.000 | 0.926 |
| 3.667 | 1.262 | 31. | Informs staff in writing of procedures to be followed in requisitioning instructional materials and equipment. | 4.026 | 0.986 |
| 4.163 | 1.045 | 32. | Informs teachers of instructional materials budget. | 4.310 | 0.869 |
| 4.909 | 0.291 | 33. | Follows requisitioning procedures specified by central office. | 4.750 | 0.534 |
| 4.773 | 0.565 | 34. | Maintains accurate records of all instructional materials purchased. | 4.545 | 0.875 |
| 4.762 | 0.906 | 61. | Countersigns all checks drawn on the school accounts. | 4.878 | 0.640 |
| 4.357 | 1.265 | 62. | Selects most appropriate individual to assume authority for maintenance of financial records. | 4.825 | 0.446 |
| 4.690 | 0.841 | 63. | Reports required fiscal audit information to superintendent. | 4.905 | 0.297 |
| 4.628 | 0.757 | 64. | Collects fiscal information required by superintendent. | 4.810 | 0.505 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Fiscal Management" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.275 | 1.198 | 65. | Plans system for collecting and recording fiscal audit information required by superintendent. | 4.789 | 0.413 |
| 4.372 | 0.900 | 66. | Periodically assesses accuracy of fiscal data being collected and recorded. | 4.581 | 0.545 |
| 4.651 | 0.752 | 67. | Maintains up-to-date comprehensive fiscal records. | 4.837 | 0.433 |
| 4.487 | 1.121 | 68. | Submits quarterly financial reports to central office. | 4.838 | 0.501 |
| 4.52[illegible] | 1.109 | 69. | Requires annual financial audit of school records. | 4.829 | 0.543 |
| 3.950 | 1.218 | 103. | Prioritizes staffing needs relative to available financial resources. | 4.105 | 1.034 |
| 3.721 | 1.054 | 104. | Periodically collects data on staffing needs from staff. | 3.667 | 1.052 |
| 4.372 | 1.047 | 105. | Projects staffing needs based on current attendance and enrollment data. | 4.405 | 0.857 |
| 4.140 | 1.246 | 106. | Submits written report on staffing needs to superintendent together with supporting documentation. | 4.390 | 0.862 |
| 4.095 | 1.031 | 107. | Periodically evaluates staffing needs based on projected enrollment. | 4.325 | 0.730 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Fiscal Management" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 3.810 | 1.273 | 108. | Develops staffing plan based on projected needs and financial resources. | 4.077 | 0.900 |
| 4.073 | 1.149 | 109. | Uses student pre-registration data to project enrollments for use in specifying staffing needs. | 4.200 | 0.791 |
| 3.488 | 1.381 | 110. | Confers with superintendent about projected staffing needs. | 3.944 | 0.984 |
| 4.419 | 0.982 | 111. | Evaluates accuracy of financial reports being maintained in school according to legal guidelines. | 4.674 | 0.566 |
| 4.651 | 0.752 | 112. | Maintains up-to-date and accurate accounting records. | 4.814 | 0.450 |
| 4.452 | 1.109 | 113. | Submits quarterly reports as required by central office. | 4.850 | 0.427 |
| 4.098 | 1.221 | 114. | Plans system for collecting data needed to make financial reports. | 4.675 | 0.694 |
| 4.220 | 1.173 | 115. | Secures copy of legal guidelines for financial reporting. | 4.512 | 0.840 |
| 3.977 | 1.123 | 122. | Decides which areas of the budget require increased funding for next year. | 4.073 | 0.877 |
| 4.558 | 0.765 | 123. | Implements purchase requests within limits imposed by line-items in authorized budget. | 4.465 | 0.767 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Fiscal Management" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | | ITEM | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 2.794 | 1.431 | 136. | Distributes available monies to student activities on the basis of need for financial support. | 3.640 | 1.114 |
| 3.974 | 1.135 | 137. | Plans budget on the basis of projected support needed for various school activities. | 4.194 | 0.822 |
| 3.484 | 1.568 | 138. | Monitors the use of school funds by various school clubs and organizations. | 4.083 | 1.018 |
| 3.611 | 1.536 | 139. | Plans a system for ensuring that allocated monies for student activities are spent according to guidelines. | 4.379 | 0.903 |
| 3.031 | 1.576 | 140. | Projects budget for student activities for the entire school year. | 3.786 | 1.126 |
| 3.559 | 1.541 | 141. | Explains budget guidelines to staff responsible for directing various school activities. | 3.929 | 1.086 |
| 3.235 | 1.519 | 142. | Compares prepared budgetary allocation for school activities with funds appropriated in current fiscal budget. | 3.963 | 1.126 |
| 4.171 | 1.160 | 143. | Collects information on budgetary guidelines from central office. | 4.500 | 0.751 |
| 4.243 | 1.383 | 192. | Selects an accounting system consistent with State Department of Education requirements. | 4.853 | 0.359 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Fiscal Management" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.310 | 1.024 | 193. | Evaluates budgetary requirements relative to school needs. | 4.512 | 0.637 |
| 4.050 | 1.197 | 194. | Plans system for collecting and recording financial data used to develop budget. | 4.359 | 0.778 |
| 4.200 | 0.911 | 195. | Determines allocation of funds based on school program area needs. | 4.250 | 0.742 |
| 4.682 | 0.639 | 207. | Maintains up-to-date file of purchase invoices. | 4.682 | 0.601 |
| 4.195 | 0.954 | 208. | Matches allocation of school funds to needs assessment data. | 4.171 | 0.946 |
| 4.465 | 0.882 | 209. | Evaluates accuracy of financial records. | 4.605 | 0.695 |
| 4.381 | 1.125 | 210. | Plans school budgets according legal requirements. | 4.707 | 0.642 |
| 4.000 | 1.577 | 211. | Requests financial audits as required by law. | 4.824 | 0.387 |
| 4.698 | 0.741 | 212. | Obtains written receipts for all school funds received and dispensed. | 4.791 | 0.466 |
| 3.500 | 1.330 | 213. | Discusses legal requirements affecting budget expenditures with staff. | 4.103 | 0.995 |
| 4.674 | 0.778 | 214. | Maintains complete and accurate records of appropriated funds and expenditures. | 4.721 | 0.591 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Fiscal Management" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.024 | 1.037 | 247. | Provides central office with justification for school improvement recommendations. | 4.146 | 0.823 |
| 4.238 | 0.850 | 248. | Prioritizes needed facility improvements. | 4.214 | 0.782 |
| 4.023 | 1.080 | 249. | Collects information from maintenance personnel concerning condition of physical facilities. | 4.238 | 0.726 |
| 4.286 | 0.995 | 250. | Evaluates data in end-of-year inventory of school plant conditions in order to make recommendations for improvement. | 4.415 | 0.706 |
| 4.268 | 1.205 | 301. | Selects most appropriate staff person to have authority for maintaining financial records. | 4.756 | 0.582 |
| 4.463 | 1.164 | 302. | Maintains daily financial records. | 4.821 | 0.556 |
| 4.810 | 0.671 | 303. | Maintains hot lunch program data. | 4.810 | 0.455 |
| 4.049 | 1.161 | 304. | Informs staff of their record-keeping responsibilities with regard to governmental financial reports. | 4.512 | 0.711 |
| 4.450 | 1.154 | 305. | Collects financial information daily. | 4.763 | 0.590 |
| 3.917 | 1.628 | 306. | Requests annual audit of school's financial records. | 4.716 | 0.813 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "Fiscal Management" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.167 | 1.124 | 307. | Periodically assesses accuracy of financial records maintained for use in governmental reports. | 4.524 | 0.773 |
| 4.488 | 0.925 | 308. | Maintains up-to-date financial data file for all governmental reports. | 4.585 | 0.706 |
| 4.714 | 0.835 | 309. | Maintains record of average daily attendance. | 4.878 | 0.331 |
| 3.900 | 1.392 | 310. | Plans system for collecting required governmental financial data. | 4.556 | 0.695 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "System-Wide Policies and Operations" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.512 | 0.827 | 83. | Collects school-personnel policy statements issued by school board. | 4.452 | 0.705 |
| 3.907 | 1.065 | 84. | Designs a system for communicating school board policies to staff. | 4.024 | 0.975 |
| 4.000 | 1.069 | 85. | Determines most appropriate methods for communicating school board policies to staff. | 4.093 | 0.895 |
| 3.175 | 1.567 | 86. | Posts copy of school board policies on teachers' bulletin board. | 3.657 | 1.259 |
| 3.651 | 1.378 | 87. | Distributes written copies of school board policies to all school personnel. | 3.975 | 1.025 |
| 4.093 | 0.996 | 88. | Discusses school board policies with staff at faculty meetings. | 4.140 | 0.915 |
| 4.093 | 0.921 | 89. | Assesses the extent to which staff are adhering to current school board policies. | 4.000 | 0.845 |
| 2.805 | 1.364 | 148. | Requests superintendent to visit school to inspect physical facilities. | 3.344 | 0.971 |
| 4.114 | 0.993 | 149. | Collects suggestions from staff regarding needed physical facilities improvement. | 4.045 | 0.861 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "System-Wide Policies and Operations" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.341 | 0.963 | 150. | Periodically evaluates the condition of the physical facilities together with custodial staff. | 4.273 | 0.758 |
| 4.372 | 0.926 | 151. | Prioritizes maintenance needs. | 4.452 | 0.670 |
| 4.581 | 0.763 | 152. | Selects Maintenance problems to be reported to the central office. | 4.395 | 0.791 |
| 4.500 | 0.784 | 153. | Files maintenance requisitions with superintendent. | 4.450 | 0.677 |
| 3.737 | 1.408 | 154. | Discusses maintenance problems with superintendent. | 4.250 | 0.937 |
| 4.357 | 0.879 | 162. | Matches qualifications of employees with job requirements. | 4.341 | 0.794 |
| 3.923 | 1.306 | 163. | Reports recommendations regarding prospective employees to superintendent in writing. | 4.278 | 0.815 |
| 4.442 | 0.825 | 164. | Schedules interviews with prospective employees. | 4.476 | 0.740 |
| 3.769 | 1.423 | 165. | Discusses recommendations regarding prospective employees with superintendent. | 4.306 | 0.889 |
| 4.179 | 0.914 | 166. | Determines qualifications needed by prospecitve employees for a particular position. | 4.333 | 0.806 |
| 4.452 | 0.942 | 167. | Prioritizes school staffing needs. | 4.390 | 0.771 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "System-Wide Policies and Operations" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 3.707 | 0.955 | 172. | Determines which system-wide educational goals are most relevant for his particular school. | 3.762 | 0.878 |
| 3.902 | 0.970 | 173. | Evaluates compatibility of system-wide goals with the school's goals. | 4.122 | 0.812 |
| 3.488 | 1.143 | 174. | Collects suggestions from staff for designing system-wide goals. | 3.641 | 0.932 |
| 3.439 | 1.285 | 181. | Plans with system-wide curriculum director in-service program for teachers on methods useful in implementing system goals. | 3.816 | 1.010 |
| 3.833 | 0.986 | 182. | Discusses system goals with staff. | 3.976 | 0.975 |
| 3.659 | 0.990 | 183. | Periodically evaluates organization of school staff relative to the implementation of system-wide goals. | 3.775 | 0.862 |
| 3.714 | 1.132 | 186. | Discusses board of education recommendations with staff. | 4.075 | 0.764 |
| 3.707 | 1.078 | 187. | Designs curriculum objectives incorporating board of education recommendations. | 3.900 | 0.871 |
| 3.450 | 1.061 | 188. | Collects suggestions from staff as to the most effective methods for implementing board of education recommendations. | 3.789 | 0.935 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "System-Wide Policies and Operations" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 3.929 | 0.997 | 189. | Assesses current school program in light of board of education recommendations. | 4.122 | 0.714 |
| 3.932 | 0.846 | 199. | Discusses the services provided by subject matter specialists with teachers. | 3.886 | 0.895 |
| 3.773 | 1.008 | 200. | Arranges for classroom visitations by subject matter specialists to observe classroom practices and make recommendations to teachers. | 3.930 | 0.936 |
| 3.705 | 0.930 | 201. | Plans in-service meetings for teachers to familiarize them with services offered by subject matter specialists employed by the school system. | 3.841 | 0.963 |
| 3.744 | 0.902 | 202. | Evaluates existing program goals to determine if they are compatible with system goals. | 3.698 | 0.887 |
| 3.487 | 1.167 | 203. | Appoints subject matter area committee to formulate goals and objectives consistent with school district goals. | 3.946 | 0.815 |
| 3.600 | 1.008 | 204. | Determines school programs needing modification in order to be compatible with system-wide goals. | 3.947 | 0.804 |
| 3.825 | 0.984 | 205. | Discusses system-wide goals with staff. | 3.900 | 0.900 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "System-Wide Policies and Operations" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | ITEM | | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.000 | 1.062 | 206. | Obtains copy of system-wide goals from central office. | 4.100 | 0.810 |
| 3.286 | 1.384 | 222. | Provides leadership staff with a written description of their responsibilities and duties. | 3.730 | 1.045 |
| 3.558 | 1.031 | 223. | Designs a communication system for clarifying staff responsibilities. | 3.791 | 0.989 |
| 3.976 | 0.897 | 224. | Matches staff qualifications with decision-making responsibilities. | 4.000 | 0.826 |
| 3.690 | 0.950 | 225. | Decides which staff decision-making responsibilities need clarification. | 3.929 | 0.778 |
| 4.000 | 0.911 | 226. | Discusses job responsibilities with staff. | 4.143 | 0.718 |
| 4.405 | 1.149 | 293. | Maintains written evaluations of all personnel. | 4.525 | 0.716 |
| 4.610 | 0.771 | 294. | Discusses evaluations with individual staff members. | 4.561 | 0.743 |
| 4.100 | 1.150 | 295. | Periodically assesses the accuracy of data being gathered to be used in staff tenure/dismissal decisions. | 4.410 | 0.850 |
| 3.650 | 1.122 | 296. | Designs procedures for evaluating staff members. | 4.106 | 0.821 |

TABLE

Summary of Composite Means and Standard Deviations for Ratings of the "System-Wide Policies and Operations" Competency Indicator Items Derived From the Principal Performance Description Survey-Principal Form (N=45)

| FREQUENCY With Which Principal Reports He Performs Task | | | ITEM | EFFECTIVENESS With Which Principal Reports He Performs Task | |
|---|---|---|---|---|---|
| $\bar{X}$ | SD | | | $\bar{X}$ | SD |
| 4.190 | 1.234 | 297. | Provides superintendent with written recommendations regarding tenure/dismissal together with supportive documentation. | 4.667 | 0.500 |
| 3.786 | 1.048 | 298. | Selects appropriate methods for evaluating staff members. | 4.143 | 0.843 |
| 4.238 | 1.122 | 299. | Maintains records of individual staff evaluation conferences. | 4.525 | 0.751 |
| 3.650 | 1.450 | 300. | Periodically evaluates methods being used to gather data to make staff tenure/dismissal decisions. | 4.053 | 0.985 |
| 4.386 | 0.754 | 336. | Identifies and defines school problems by meeting with staff. | 4.455 | 0.627 |
| 3.953 | 0.899 | 337. | Determines which school problems are related to long range system plans. | 4.070 | 0.828 |
| 3.875 | 1.042 | 338. | Conducts a needs assessment to identify existing school problems. | 4.050 | 0.904 |

# APPENDIX E

## SUMMARY OF DESCRIPTIVE STATISTICS FOR THE PRINCIPAL PERFORMANCE DESCRIPTION SURVEY - EXTERNAL OBSERVER FORM ITEMS FOR TOTAL SAMPLE[1]

[1]Based on 45 schools (35 elementary and 10 secondary)

TABLE

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Financial Information Category

ITEM #

1. Projects budget for student activities for the entire school year.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 28 | 17 | 2 | 14 | 8 | 6 | 3 | - | - | 12 | |
| % | 62.2 | 37.8 | 12.5 | 87.5 | 57.1 | 42.9 | 20.0 | - | - | 80.0 | 3.40 |

2. Plans budget on the basis of projected support needed for various school activities.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 20 | 25 | 4 | 16.0 | 16 | 69.6 | - | - | - | 21 | |
| % | 44.4 | 55.6 | 21 | 84.0 | 7 | 30.4 | - | - | - | 100.0 | 4.00 |

3. Plans a system for insuring that allocated monies for student activities are spent according to guidelines.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 24 | 21 | 5 | 23.8 | 9 | 56.3 | 4 | - | - | 12 | |
| % | 53.3 | 46.7 | 16 | 76.2 | 7 | 43.8 | 25.0 | - | - | 75.0 | 3.25 |

4. Distributes available monies to student activities on the basis of need for financial support.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 20 | 25 | 2 | 23 | 4 | 18 | 4 | 2 | 1 | 15 | |
| % | 44.4 | 55.6 | 8.0 | 92.0 | 18.2 | 81.8 | 18.2 | 9.1 | 4.5 | 68.2 | 3.23 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Financial Information Category

ITEM #

5. Plans for purchase and/or renovation of instructional materials and equipment within budgetary limits.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 4.3 | 4 | 40 | 29 | 11 | 5 | 1 | - | 34 | |
| % | 4.4 | 95.6 | 9.1 | 90.0 | 72.5 | 27.5 | 12.5 | 2.5 | - | 85.0 | 3.58 |

6. Plans for instructional materials and equipment purchases on a rotating basis for each academic area.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 16 | 29 | - | 29 | 3 | 25 | 15 | 3 | - | 11 | |
| % | 35.6 | 64.4 | - | 100.0 | 10.7 | 89.3 | 51.7 | 10.3 | - | 37.9 | 2.24 |

7. Prioritizes instructional materials purchases.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | - | 42 | 11 | 27.5 | 8 | 1 | 1 | 31 | |
| % | 6.7 | 93.3 | - | 100.0 | 29 | 72.5 | 19.5 | 2.4 | 2.4 | 75.6 | 3.34 |

8. Seeks outside funds (e.g., from PTA, Federal sources, etc.) to supplement instructional materials and equipment budget.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 5 | 40 | 1 | 39 | 2 | 37 | 2 | - | - | 36 | |
| % | 11.1 | 88.9 | 2.5 | 97.5 | 5.1 | 94.9 | 5.3 | - | - | 94.7 | 3.84 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Financial Information

ITEM #

9. Maintains accurate records of all instructional materials purchased.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 6 | 38 | 38 | 4 | - | - | - | 42 | |
| % | 2.2 | 97.8 | 13.6 | 86.4 | 90.5 | 9.5 | - | - | - | 100.0 | 4.00 |

10. Obtains written receipts for all school funds received and dispersed.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 3 | 41 | 40 | 3 | - | - | - | 42 | |
| % | 2.2 | 97.8 | 6.8 | 93.2 | 93.0 | 7.0 | - | - | - | 100.0 | 4.00 |

11. Collects financial information daily.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | - | 44 | 43 | 1 | - | - | - | 41 | |
| % | 2.2 | 97.8 | - | 100.0 | 97.7 | 2.3 | - | - | - | 100.0 | 4.00 |

12. Plans system for collecting and recording financial data used to develop budget.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 4 | 41 | 31 | 10 | 10 | 6 | 6 | - | - | 10 | |
| % | 8.9 | 91.1 | 75.6 | 24.4 | 62.5 | 37.5 | 37.5 | - | - | 62.5 | 2.88 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Financial Information Category

ITEM #

13. Plans system for collecting data needed to make financial reports.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 41 | 31 | 11 | 10 | 7 | 7 | - | - | 10 | |
| % | 6.8 | 93.2 | 73.8 | 26.2 | 58.8 | 41.2 | 41.2 | - | - | 58.8 | 2.77 |

14. Plans system for collecting and recording fiscal audit information required by superintendent.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | 33 | 9 | 10 | 5 | 4 | - | - | 10 | |
| % | 6.7 | 93.3 | 78.6 | 21.4 | 66.7 | 33.3 | 28.6 | - | - | 71.4 | 3.14 |

15. Maintains up-to-date comprehensive fiscal records.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 4 | 40 | 41 | 3 | - | - | 1 | 42 | |
| % | 2.2 | 97.8 | 9.1 | 90.9 | 93.2 | 6.8 | - | - | 2.3 | 97.7 | 3.98 |

16. Maintains up-to-date financial data file for all governmental reports.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 13 | 32 | 7 | 25 | 27 | 1 | 2 | - | - | 24 | |
| % | 28.9 | 71.1 | 21.9 | 78.1 | 96.4 | 3.6 | 7.7 | - | - | 92.3 | 3.77 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Financial Information Category

ITEM #

17. Maintains daily financial records.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 3 | 40 | 40 | 2 | 2 | - | - | 39 | |
| % | 4.4 | 95.6 | 7.0 | 93.0 | 95.2 | 4.8 | 4.9 | - | - | 95.1 | 3.85 |

18. Maintains complete and accurate records of appropriated funds and expenditures.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 7 | 37 | 39 | 4 | 1 | - | - | 41 | |
| % | 2.2 | 97.8 | 15.9 | 84.1 | 90.7 | 9.3 | 2.4 | - | - | 97.6 | 3.93 |

19. Maintains up-to-date file of purchase invoices.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | - | 45 | 6 | 39 | 45 | - | - | - | - | 44 | |
| % | - | 100.0 | 13.3 | 86.7 | 100.0 | - | - | - | - | 100.0 | 4.00 |

20. Periodically assesses accuracy of financial records maintained for use in governmental reports.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 7 | 38 | 8 | 28 | 20 | 14 | 15 | - | - | 18 | |
| % | 15.6 | 84.4 | 22.2 | 77.8 | 58.8 | 41.2 | 45.5 | - | - | 54.5 | 2.64 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Financial Information Category

ITEM #

21. Evaluates accuracy of financial data.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 6 | 33 | 27 | 14 | 18 | - | - | 22 | |
| % | 4.4 | 95.6 | 15.4 | 84.6 | 65.9 | 34.1 | 45.0 | - | - | 55.0 | 2.65 |

22. Identifies current budgetary limits for purchasing instructional materials.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 8 | 32 | 25 | 14 | 11 | - | - | 30 | |
| % | 4.4 | 95.6 | 20.0 | 80.0 | 64.1 | 35.9 | 26.8 | - | - | 73.2 | 3.20 |

23. Implements purchase requests within limits imposed by line-items in authorized budget.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 2 | 37 | 34 | 8 | 14 | 3 | - | 26 | |
| % | 4.4 | 95.6 | 5.1 | 94.9 | 81.0 | 19.0 | 32.6 | 7.0 | - | 60.5 | 2.88 |

24. Matches allocation of school funds to needs assessment data.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 6 | 39 | 1 | 37 | 5 | 31 | 13 | 1 | - | 23 | |
| % | 13.3 | 86.7 | 2.6 | 97.4 | 13.9 | 86.1 | 35.1 | 2.7 | - | 62.2 | 2.89 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Financial Information Category

ITEM #

25. Decides which areas of the budget require increased funding for next year.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 1 | 41 | 17 | 25 | 12 | 1 | - | 29 | |
| % | 2.2 | 97.8 | 2.4 | 97.6 | 40.5 | 59.5 | 28.6 | 2.4 | - | 69.0 | 3.10 |

26. Compares prepared budgetary allocations for school activities with funds appropriated in current fiscal budget.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 15 | 30 | 2 | 28 | 8 | 21 | 13 | 1 | 1 | 13 | |
| % | 33.3 | 66.7 | 6.7 | 93.3 | 27.6 | 72.4 | 46.4 | 3.6 | 3.6 | 46.4 | 2.50 |

27. Determines allocation of funds based on school program area needs.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | 1 | 41 | 12 | 28 | 16 | 1 | - | 24 | |
| % | 6.7 | 93.3 | 2.4 | 97.6 | 30.0 | 70.0 | 39.0 | 2.4 | - | 58.5 | 2.79 |

28. Determines guidelines for school purchases.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 5 | 40 | 25 | 12 | 13 | 9 | 10 | 1 | 1 | 9 | |
| % | 11.1 | 88.9 | 67.6 | 32.4 | 59.1 | 40.9 | 47.6 | 4.8 | 4.8 | 42.9 | 2.43 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Financial Information Category

ITEM #

29. Evaluates budgetary requirements relative to school needs.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 1 | 41 | 13 | 29 | 16 | 1 | - | 24 | |
| % | 4.4 | 95.6 | 2.4 | 97.6 | 31.0 | 69.0 | 39.0 | 2.4 | - | 58.5 | 2.78 |

30. Countersigns all checks drawn on the school account.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 4 | 40 | 43 | 1 | 1 | - | - | 40 | |
| % | 2.2 | 97.8 | 9.1 | 90.9 | 97.7 | 2.3 | 2.4 | - | - | 97.6 | 3.93 |

31. Selects most appropriate individual to assume authority for maintenance of financial records.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 1 | 43 | 3 | 39 | 1 | - | - | 42 | |
| % | 2.2 | 97.8 | 2.3 | 97.7 | 7.1 | 92.9 | 2.3 | - | - | 97.7 | 3.93 |

32. Prioritizes school plant needs in accordance with budget guidelines.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 13 | 32 | 2 | 29 | 13 | 16 | 7 | 1 | - | 21 | |
| % | 28.9 | 71.1 | 6.5 | 93.5 | 44.8 | 55.2 | 24.1 | 3.4 | - | 72.4 | 3.21 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Financial Information Category

ITEM #

33. Secures copy of legal guidelines for financial reporting.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | 33 | 9 | 16 | 2 | 2 | - | - | 14 | |
| % | 6.7 | 93.3 | 78.6 | 21.4 | 88.9 | 11.1 | 12.5 | - | - | 87.5 | 3.63 |

34. Prioritizes staffing needs relative to available financial resources.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 11 | 34 | 6 | 28 | 15 | 14 | 9 | - | - | 19 | |
| % | 24.4 | 75.6 | 17.6 | 82.4 | 51.7 | 48.3 | 32.1 | - | - | 67.9 | 3.04 |

TABLE

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Plant - Facility Maintenance Category

| ITEM # | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. Prioritizes needed facility improvements. | | | | | | | | | | | |
| f | 7 | 38 | 1 | 34 | 13 | 23 | 14 | 1 | - | 22 | |
| % | 15.6 | 84.4 | 2.9 | 97.1 | 36.1 | 63.9 | 37.8 | 2.7 | - | 59.5 | 2.81 |
| 2. Prioritizes maintenance needs. | | | | | | | | | | | |
| f | 9 | 36 | 4 | 31 | 13 | 19 | 11 | 2 | - | 21 | |
| % | 20.0 | 80.0 | 11.4 | 88.6 | 40.0 | 59.4 | 32.4 | 5.9 | - | 61.8 | 2.91 |
| 3. Develops systematic procedure for reporting school maintenance problems. | | | | | | | | | | | |
| f | 3 | 42 | 35 | 6 | 9 | 5 | 2 | - | - | 10 | |
| % | 6.7 | 93.3 | 85.4 | 14.6 | 64.3 | 35.7 | 16.7 | - | - | 83.3 | 3.50 |
| 4. Selects maintenance problems to be reported to the central office. | | | | | | | | | | | |
| f | 7 | 38 | 4 | 34 | 19 | 16 | 10 | - | - | 27 | |
| % | 15.6 | 84.4 | 10.5 | 89.5 | 54.3 | 45.7 | 27.0 | - | - | 73.0 | 3.19 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Plant - Facility Maintenance

ITEM #

5. Evaluates data in end-of-year inventory of school plant conditions in order to make recommendations for improvement.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 1 | 41 | 27 | 17 | 10 | 2 | 1 | 30 | |
| % | 2.2 | 97.8 | 2.4 | 97.6 | 61.4 | 38.6 | 23.3 | 4.7 | 2.3 | 69.8 | 3.19 |

6. Requests appropriate authorities to complete a periodic fire inspection.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 27 | 18 | 12 | 5 | 4 | 2 | 1 | - | - | 4 | |
| % | 60.0 | 40.0 | 70.6 | 29.4 | 66.7 | 33.3 | 20.0 | - | - | 80.0 | 3.40 |

7. Maintains hot lunch program data.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 2 | 42 | 44 | - | - | - | - | 41 | |
| % | 2.2 | 97.8 | 4.5 | 95.5 | 100.0 | - | - | - | - | 100.0 | 4.00 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Personnel Staff Category

ITEM #

1. Develops personnel selection priorities using system guidelines and school needs.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 10 | 34 | 5 | 29 | 13 | 18 | 14 | - | - | 18 | |
| % | 22.7 | 77.3 | 14.7 | 85.3 | 41.9 | 58.1 | 43.8 | - | - | 56.3 | 2.69 |

2. Schedules interviews with prospective employees.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 4 | 34 | 13 | 27 | 4 | - | - | 38 | |
| % | 2.2 | 97.8 | 10.5 | 89.5 | 32.5 | 67.5 | 9.5 | - | - | 90.5 | 3.71 |

3. Interviews prospective employees.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 7 | 27 | 19 | 25 | 5 | - | - | 39 | |
| % | 2.2 | 97.8 | 20.6 | 79.4 | 43.2 | 56.8 | 11.4 | - | - | 88.6 | 3.66 |

4. Determines qualifications needed by prospective employees for particular position.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | 19 | 18 | 8 | 21 | 18 | 1 | - | 9 | |
| % | 6.7 | 93.3 | 51.4 | 48.6 | 22.2 | 77.8 | 64.3 | 3.6 | - | 32.1 | 2.00 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Personnel Staff Category

ITEM #

5. Selects employees by matching applicant qualifications to job description.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 17 | 22 | 10 | 21 | 26 | - | - | 6 | |
| % | 4.4 | 95.6 | 43.6 | 56.4 | 32.3 | 67.7 | 81.3 | - | - | 18.8 | 1.56 |

6. Selects personnel for specific job functions on the basis of staff abilities and skills and requirements of tasks to be assigned.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | - | 35 | 8 | 34 | 31 | 2 | 1 | 9 | |
| % | 4.4 | 95.6 | - | 100.0 | 19.0 | 81.0 | 72.1 | 4.7 | 2.3 | 20.9 | 1.72 |

7. Matches employed personnel with list of task responsibilities.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | - | 45 | 1 | 44 | 3 | 41 | 30 | 1 | 1 | 13 | |
| % | - | 100.0 | 2.2 | 97.8 | 6.8 | 93.2 | 66.7 | 2.2 | 2.2 | 28.9 | 1.93 |

8. Decides which staff decision-making responsibilities need clarification.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | - | 45 | - | 45 | 6 | 38 | 35 | 1 | 1 | 7 | |
| % | - | 100.0 | - | 100 | 13.6 | 86.4 | 79.5 | 2.3 | 2.3 | 15.9 | 1.55 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Personnel Staff Category

ITEM #

9. Decides on staff responsibilities for maintaining student accounting and attendance records.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 4 | 41 | 1 | 38 | 11 | 28 | 3 | 1 | - | 36 | |
| % | 8.9 | 91.1 | 2.6 | 97.4 | 28.2 | 71.8 | 7.5 | 2.5 | - | 90.0 | 3.73 |

10. Designs a communication system for clarifying staff responsibilities.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 1 | 42 | 4 | 38 | 10 | 4 | - | 28 | |
| % | 4.4 | 95.6 | 2.3 | 97.7 | 9.5 | 90.5 | 23.8 | 95 | - | 66.7 | 3.10 |

11. Uses student pre-registration data to project enrollments for specifying staffing needs.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | 13 | 23 | 18 | 13 | 10 | - | 3 | 18 | |
| % | 6.7 | 93.3 | 36.1 | 63.9 | 58.1 | 41.9 | 32.3 | - | 9.7 | 58.1 | 2.94 |

12. Prioritizes school staffing needs

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 7 | 38 | 2 | 34 | 19 | 18 | 14 | 1 | - | 23 | |
| % | 15.6 | 84.4 | 5.6 | 94.4 | 51.4 | 48.6 | 36.8 | 2.6 | - | 60.5 | 2.84 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Personnel Staff

ITEM #

13. Projects staffing needs based on current attendance and enrollment data.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 4 | 41 | 14 | 25 | 19 | 13 | 9 | 3 | 1 | 19 | |
| % | 8.9 | 91.1 | 35.9 | 64.1 | 59.4 | 40.6 | 28.1 | 9.4 | 3.1 | 59.4 | 2.94 |

14. Develops staffing plan based on projected needs and financial resources.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 8 | 37 | 6 | 31 | 13 | 18 | 13 | - | - | 19 | |
| % | 17.8 | 82.2 | 16.2 | 83.8 | 41.9 | 58.1 | 40.6 | - | - | 59.4 | 2.78 |

15. Assesses extent to which master schedules reflect the optimal use of staff resources.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 2 | 40 | 8 | 33 | 25 | 1 | - | 16 | |
| % | 4.4 | 95.6 | 4.8 | 95.2 | 19.5 | 80.5 | 59.5 | 2.4 | - | 38.1 | 2.17 |

16. Periodically evaluates staffing needs based on projected enrollment.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | 17 | 21 | 21 | 11 | 13 | 4 | 1 | 15 | |
| % | 6.7 | 93.3 | 44.7 | 55.3 | 65.6 | 34.4 | 39.4 | 12.1 | 3.0 | 45.5 | 2.55 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Personnel Staff Category

ITEM #

17. Designs procedures for evaluating staff members.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 21 | 22 | 3 | 19 | 10 | 1 | 1 | 11 | |
| % | 4.4 | 95.6 | 48.8 | 51.2 | 13.6 | 86.4 | 43.5 | 4.3 | 4.3 | 47.8 | 2.57 |

18. Selects appropriate methods for evaluating staff members.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | - | 45 | 11 | 30 | 4 | 30 | 17 | 2 | 2 | 13 | |
| % | - | 100 | 26.8 | 73.2 | 11.8 | 88.2 | 50.0 | 5.9 | 5.9 | 38.2 | 2.32 |

19. Maintains records of individual staff evaluation conferences.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 4 | 41 | 2 | 35 | 25 | 13 | 3 | 1 | - | 35 | |
| % | 8.9 | 91.1 | 5.4 | 94.6 | 65.8 | 34.2 | 7.7 | 2.6 | - | 89.7 | 3.72 |

20. Maintains written evaluations of all personnel.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | 5 | 31 | 30 | 9 | - | - | - | 39 | |
| % | 6.7 | 93.3 | 13.9 | 86.1 | 76.9 | 23.1 | - | - | - | 100.0 | 4.00 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Personnel Staff Category

ITEM #

21. Periodically assesses the accuracy of data being gathered to be used in staff tenure/dismissal decisions.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 10 | 35 | 1 | 33 | 15 | 18 | 22 | 1 | - | 10 | |
| % | 22.2 | 77.8 | 2.9 | 97.1 | 45.5 | 54.5 | 66.7 | 3.0 | - | 30.3 | 1.94 |

22. Periodically evaluates the methods being used to make staff tenure/dismissal decisions.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 18 | 27 | 8 | 18 | 5 | 14 | 15 | 1 | - | 3 | |
| % | 40.0 | 60.0 | 30.8 | 69.2 | 26.3 | 73.7 | 78.9 | 5.3 | - | 15.8 | 1.53 |

23. Periodically evaluates organization of school staff relative to the implementation of system-wide goals.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | - | 45 | 2 | 39 | 14 | 30 | 34 | 1 | 1 | 9 | |
| % | - | 100 | 4.9 | 95.1 | 31.8 | 68.2 | 75.6 | 2.2 | 2.2 | 20.0 | 1.67 |

TABLE

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Student Needs/Assessment Category

ITEM #

1. Assesses degree to which students feel comfortable in informal interaction with principal.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | -- | 45 | | 45 | -- | 44 | 40 | -- | 2 | 3 | |
| % | | 100.0 | | 100.0 | | 100.0 | 88.9 | | 4.4 | 6.7 | 1.29 |

2. Selects appropriate methods to encourage informal principal-pupil interaction.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | | 42 | | 41 | 32 | 1 | | 9 | |
| % | 6.7 | 93.3 | -- | 100.0 | -- | 100.0 | 76.2 | 2.4 | -- | 21.4 | 1.67 |

3. Conducts students needs assessment.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 9 | 36 | 2 | 33 | 8 | 26 | 13 | 2 | 1 | 19 | |
| % | 20.0 | 80.0 | 5.7 | 94.3 | 23.5 | 76.5 | 37.1 | 5.7 | 2.9 | 54.3 | 2.74 |

4. Conducts a needs assessment to identify existing school problems.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 6 | 39 | 2 | 35 | 7 | 30 | 19 | 1 | 1 | 17 | |
| % | 13.3 | 86.7 | 5.4 | 94.6 | 18.9 | 81.1 | 50.0 | 2.6 | 2.6 | 44.7 | 2.42 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the

Student Needs/Assessment Category

ITEM #

5. Identifies the needs of consistently failing students by conducting a needs assessment.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 5 | 40 | 1 | 37 | 5 | 34 | 22 | 2 | 1 | 15 | |
| % | 11.1 | 88.9 | 2.6 | 97.4 | 12.8 | 87.2 | 55.0 | 5.0 | 2.5 | 37.5 | 2.23 |

6. Plans system for assessing special needs of school children.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 9 | 36 | 8 | 23 | 4 | 23 | 14 | 2 | -- | 13 | |
| % | 20.0 | 80.0 | 25.8 | 74.2 | 14.8 | 85.2 | 48.3 | 6.9 | | 44.8 | 2.48 |

7. Evaluates student needs based on formal and informal teacher observations.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | -- | 45 | -- | 45 | 6 | 38 | 28 | 2 | 1 | 14 | |
| % | | 100.0 | | 100.0 | 13.6 | 86.4 | 62.2 | 4.4 | 2.2 | 31.1 | 2.02 |

8. Determines most important student outcomes to be evaluated.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 13 | 32 | 5 | 25 | 4 | 22 | 14 | 2 | -- | 11 | |
| % | 28.9 | 71.1 | 16.7 | 83.3 | 15.4 | 84.6 | 51.9 | 7.4 | | 40.7 | 2.30 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the

Student Needs/Assessment Category

ITEM #

9. Periodically evaluates student achievement using standardized tests.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 5 | 40 | 21 | 16 | 10 | 13 | 8 | -- | -- | 17 | |
| % | 11.1 | 88.9 | 56.8 | 43.2 | 43.5 | 56.5 | 32.0 | | | 68.0 | 3.04 |

10. Plans a program to evaluate student abilities.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 13 | 32 | 14 | 16 | 3 | 16 | 4 | 2 | 4 | 9 | |
| % | 28.9 | 71.1 | 46.7 | 53.3 | 15.8 | 84.2 | 21.1 | 10.5 | 21.1 | 47.4 | 2.95 |

11. Selects diagnostic procedures to aid in the identification of student needs.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 8 | 36 | 13 | 21 | 5 | 19 | 6 | 1 | 3 | 12 | |
| % | 18.2 | 81.8 | 38.2 | 61.8 | 20.8 | 79.2 | 27.3 | 4.5 | 13.6 | 54.5 | 2.96 |

12. Conducts vision and hearing screening tests.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 10 | 35 | 6 | 28 | 20 | 9 | -- | -- | 1 | 26 | |
| % | 22.2 | 77.8 | 17.6 | 82.4 | 69.0 | 31.0 | | | 3.7 | 96.3 | 3.96 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Student Needs/Assessment Category

ITEM #

13. Evaluates alternative plans for meeting the needs of consistently failing students.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 42 | -- | 42 | 3 | 38 | 30 | 2 | 2 | 8 | |
| % | 4.5 | 95.5 | | 100.0 | 7.3 | 92.7 | 71.4 | 4.8 | 4.8 | 19.0 | 1.71 |

14. Evaluates degree to which currently used tests are measuring school objectives.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 10 | 35 | 5 | 28 | 3 | 26 | 23 | 3 | -- | 4 | |
| % | 22.2 | 77.8 | 15.2 | 84.8 | 10.3 | 89.7 | 76.7 | 10.0 | | 13.3 | 1.50 |

15. Assesses strengths and weaknesses of various evaluation techniques, procedures, and instruments currently being used in school.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 10 | 35 | 5 | 29 | 3 | 26 | 23 | 2 | -- | 5 | |
| % | 22.2 | 77.8 | 14.7 | 85.3 | 10.3 | 89.7 | 76.7 | 6.7 | | 16.7 | 1.57 |

16. Devises procedures for teachers to report student personnel problems.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 1 | 42 | 1 | 40 | 14 | 2 | 2 | 23 | |
| % | 4.4 | 95.6 | 2.3 | 97.7 | 2.4 | 97.6 | 34.1 | 4.9 | 4.9 | 56.1 | 2.83 |

TABLE

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the School/Community Interface Category

ITEM #

1. Plans system for principal-parent conferences to discuss student progress and/or problems.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | -- | 41 | 4 | 37 | 21 | -- | -- | 21 | |
| % | 6.7 | 93.3 | | 100.0 | 9.8 | 90.2 | 50.0 | | | 50.0 | 2.50 |

2. Plans system for parent-teacher conferences to discuss student progress and/or problems.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | -- | 45 | 3 | 41 | 14 | 28 | 11 | -- | -- | 32 | |
| % | | 100.0 | 6.8 | 93.2 | 33.3 | 66.7 | 25.6 | | | 74.4 | 3.23 |

3. Selects appropriate procedures for informing staff, parents, and students of evaluation policies.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 6 | 39 | -- | 39 | 3 | 36 | 14 | 1 | 2 | 20 | |
| % | 13.3 | 86.7 | | 100.0 | 7.7 | 92.3 | 37.8 | 2.7 | 5.4 | 54.1 | 2.76 |

4. Disseminates information about the school, its students, and programs through school newsletter.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 6 | 39 | -- | 38 | 4 | 35 | -- | -- | -- | 37 | |
| % | 13.3 | 86.7 | | 100.0 | 10.3 | 89.7 | | | | 100.0 | 4.00 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the School/Community Interface Category

ITEM #

5. Organizes programs to involve parents in school activities.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | -- | 42 | 4 | 39 | 5 | 1 | -- | 36 | |
| % | 4.4 | 95.6 | -- | 100 | 9.3 | 90.7 | 11.9 | 2.4 | -- | 85.7 | 3.60 |

6. Selects most appropriate methods for disseminating occupational/educational information.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 14 | 31 | 1 | 30 | 3 | 27 | 2 | 1 | 4 | 22 | |
| % | 31.1 | 68.9 | 3.2 | 96.8 | 10.0 | 90.0 | 6.9 | 3.4 | 13.8 | 75.9 | 3.59 |

TABLE

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the System Goals and Policies Category

ITEM #

1. Obtains information regarding current system priorities and policies.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 35 | 8 | 17 | 2 | 1 | -- | -- | 18 | |
| % | 2.2 | 97.3 | 81.4 | 18.6 | 89.5 | 10.5 | 5.3 | | | 94.7 | 3.84 |

2. Obtains copy of system wide goals from central office.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 34 | 8 | 17 | 1 | -- | -- | -- | 18 | |
| % | 4.4 | 95.6 | 81.0 | 19.0 | 94. | 5.6 | | | | 100. | 4.00 |

3. Collects school-personnel policy statements issued by school boards.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 43 | 29 | 12 | 21 | 3 | -- | -- | -- | 24 | |
| % | 2.3 | 97.7 | 70.7 | 29.3 | 87.5 | 12.5 | | | | 100 | 4.00 |

4. Writes set of school policy statements and develops handbook.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 4 | 41 | 3 | 30 | 14 | 26 | -- | 1 | 2 | 37 | |
| % | 8.9 | 91.1 | 9.1 | 90.9 | 35.0 | 65.0 | | 2.5 | 5.0 | 92.5 | 3.90 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the

System Goals and Policies Category

ITEM #

5. Designs a system for communicating school board policies to staff.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | -- | 45 | 4 | 36 | 15 | 27 | 14 | 2 | -- | 24 | |
| % | | 100 | 10.0 | 30.0 | 35.7 | 64.3 | 35.0 | 5.0 | | 60.0 | 2.85 |

6. Chooses appropriate methods for informing teachers of student rights and responsibilities.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 7 | 38 | 4 | 32 | 9 | 26 | 15 | 3 | 2 | 16 | |
| % | 15.8 | 84.4 | 11.1 | 88.9 | 25.7 | 74.3 | 41.7 | 8.3 | 5.6 | 44.4 | 2.53 |

7. Assesses staffs' understanding of system policies and priorities.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | -- | 43 | 6 | 36 | 39 | -- | -- | 4 | |
| % | 4.4 | 95.6 | | 100 | 14.3 | 85.7 | 90.7 | | | 9.3 | 1.28 |

8. Assesses the extent to which staff are adhering to current school board policies.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | 1 | 41 | 6 | 35 | 37 | 2 | -- | 3 | |
| % | 6.7 | 93.3 | 2.4 | 97.6 | 14.6 | 85.4 | 88.1 | 4.8 | | 7.1 | 1.26 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the System Goals and Policies Category

ITEM #

9. Evaluates effects of staff participation in formulating school operation policies.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | -- | 42 | 4 | 37 | 36 | 2 | -- | 4 | |
| % | 6.7 | 93.3 | | 100 | 9.8 | 90.2 | 85.7 | 4.8 | | 9.5 | 1.33 |

10. Determines which system-wide educational goals are most relevant for his particular school.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 7 | 38 | 1 | 36 | 5 | 31 | 25 | -- | -- | 11 | |
| % | 15.6 | 84.4 | 2.7 | 97.3 | 13.9 | 86.1 | 69.4 | | | 30.6 | 1.92 |

11. Evaluates existing program goals to determine if they are compatible with system goals.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 1 | 40 | 11 | 30 | 27 | 3 | -- | 13 | |
| % | 4.4 | 95.6 | 2.4 | 97.6 | 26.8 | 73.2 | 62.8 | 7.0 | | 30.2 | 1.98 |

12. Determines which school problems are related to long range system plans.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 3 | 35 | 10 | 30 | 25 | 1 | 1 | 13 | |
| % | 4.4 | 95.6 | 7.9 | 92.1 | 25.0 | 75.0 | 62.5 | 2.5 | 2.5 | 32.5 | 2.05 |

TABLE

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Miscellaneous Category

| ITEM # | | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. Selects an accounting system consistent with State Department of Education requirements. | f | 4 | 41 | 36 | 5 | 14 | -- | 2 | -- | -- | 11 | |
| | % | 8.9 | 91.1 | 87.8 | 12.2 | 100 | | 15.4 | | | 84.6 | 3.54 |
| 2. Evaluates accuracy of financial reports being maintained in school according to legal guidelines. | f | 2 | 43 | 21 | 20 | 16 | 9 | 13 | 1 | -- | 9 | |
| | % | 4.4 | 95.6 | 51.2 | 48.8 | 64.0 | 36.0 | 56.5 | 4.3 | | 39.1 | 2.22 |
| 3. Assesses current school program in light of board of education recommendations. | f | 3 | 41 | 1 | 37 | 12 | 29 | 30 | 3 | -- | 9 | |
| | % | 6.8 | 93.2 | 2.6 | 97.4 | 29.3 | 70.7 | 71.4 | 7.1 | | 21.4 | 1.71 |
| 4. Selects staff members to assume authority for implementing system goals. | f | 3 | 42 | 2 | 40 | 7 | 34 | 12 | -- | -- | 29 | |
| | % | 6.7 | 93.3 | 4.8 | 95.2 | 17.1 | 82.9 | 29.3 | | | 70.7 | 3.12 |

TABLE (Continued)

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Miscellaneous Category

ITEM #

5. Selects most qualified employees from those available.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Informal | Product Scale Input | Process | Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 42 | 10 | 24 | 19 | 20 | 22 | 1 | 1 | 15 | |
| % | 4.5 | 95.5 | 29.4 | 70.6 | 48.7 | 51.3 | 56.4 | 2.6 | 2.6 | 38.5 | 2.23 |

6. Determines school programs needing modification in order to be compatible with system-wide goals.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Informal | Product Scale Input | Process | Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 5 | 40 | 1 | 36 | 11 | 29 | 23 | 2 | 1 | 14 | |
| % | 11.1 | 88.9 | 2.7 | 97.3 | 27.5 | 72.5 | 57.5 | 5.0 | 2.5 | 35.0 | 2.15 |

TABLE

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Attendance Category

| ITEM # | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. Plans a system of student accounting and attendance. | | | | | | | | | | | |
| f | 1 | 44 | 32 | 10 | 14 | 5 | 4 | -- | -- | 18 | |
| % | 2.2 | 97.8 | 76.2 | 23.8 | 73.7 | 26.3 | 18.2 | -- | -- | 81.8 | 3.46 |
| 2. Maintains record of average daily attendance | | | | | | | | | | | |
| f | 1 | 44 | 19 | 24 | 28 | 2 | -- | -- | -- | 28 | |
| % | 2.2 | 97.8 | 44.2 | 55.8 | 93.3 | 6.7 | -- | -- | -- | 100.0 | 4.00 |
| 3. Checks student attendance data every day. | | | | | | | | | | | |
| f | | | | | | | 22 | 1 | 1 | 16 | |
| % | 11.1 | 88.9 | 2.5 | 97.5 | 34.2 | 65.8 | 55.0 | 2.5 | 2.5 | 40.0 | 2.28 |
| 4. Selects methods most likely to increase student attendance. | | | | | | | | | | | |
| f | 15 | 30 | 1 | 28 | | 28 | 9 | 1 | 1 | 18 | |
| % | 33.3 | 66.7 | 3.4 | 96.6 | - | 100.0 | 31.0 | 3.4 | 3.4 | 62.1 | 2.97 |

TABLE Continued

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Attendance Category

ITEM #

5. Evaluates attendance trends in school using student accounting data.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | 4 | 36 | 2 | 37 | 27 | 3 | -- | 8 | |
| % | 6.7 | 93.3 | 10.0 | 90.0 | 5.1 | 94.9 | 71.1 | 7.9 | -- | 21.1 | 1.71 |

6. Maintains daily, weekly, and monthly records of tardy students.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 7 | 38 | 2 | 36 | 10 | 27 | -- | -- | -- | 37 | |
| % | 15.6 | 84.4 | 5.3 | 94.7 | 27 | 73.0 | -- | -- | -- | 100.0 | 4.00 |

TABLE

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Student Cumulative Records Category

ITEM #

1. Obtains student folder for each new student from former school.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | -- | 45 | 5 | 39 | 28 | 16 | 1 | -- | 1 | 43 | |
| % | -- | 100.0 | 11.4 | 88.6 | 63.6 | 36.4 | 2.2 | -- | 2.2 | 95.6 | 3.91 |

2. Maintains a cumulative folder for each student.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | -- | 45 | 4 | 40 | 36 | 7 | -- | -- | -- | 45 | |
| % | -- | 1.00 | 9.1 | 90.9 | 83.7 | 16.3 | -- | -- | -- | 100 | 4.00 |

3. Maintains confidential records of test results.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 1 | 43 | 37 | 6 | 2 | -- | -- | 40 | |
| % | 2.2 | 97.8 | 2.3 | 97.7 | 86.0 | 14.0 | 4.8 | -- | -- | 95.2 | 3.86 |

4. Determines guidelines for inclusion of information in student records using established system policies.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 4 | 41 | 22 | 16 | 9 | 16 | 10 | -- | 4 | 9 | |
| % | 8.9 | 91.1 | 57.9 | 42.1 | 36.0 | 64.0 | 43.5 | -- | 17.4 | 39.1 | 2.52 |

TABLE Continued

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Student Cumulative Records Category

ITEM #

5. Devises guidelines for the inclusion of information in cumulative records.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 4 | 41 | 19 | 18 | 4 | 19 | 14 | 2 | 4 | 6 | |
| % | 8.9 | 91.1 | 51.4 | 48.6 | 17.4 | 82.6 | 53.8 | 7.7 | 15.4 | 23.1 | 2.08 |

6. Decides appropriate information to be included in student cumulative records.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 16 | 22 | 2 | 27 | 15 | 1 | 5 | 9 | |
| % | 4.4 | 95.6 | 42.1 | 57.9 | 6.9 | 93.1 | 50.0 | 3.3 | 16.7 | 30.0 | 2.27 |

7. Maintains system for continuous recording of achievement test data, grades, and other evaluation information.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | -- | 45 | 17 | 25 | 24 | 9 | 2 | 1 | -- | 33 | |
| % | -- | 100 | 40.5 | 59.5 | 72.7 | 27.3 | 5.6 | 2.8 | -- | 91.7 | 3.78 |

8. Evaluates appropriateness of student cumulative record information based on needs of pupil personnel staff.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 11 | 34 | 6 | 28 | 2 | 26 | 24 | -- | 1 | 4 | |
| % | 24.4 | 75.6 | 17.6 | 82.4 | 7.1 | 92.9 | 82.8 | -- | 3.4 | 13.8 | 1.48 |

TABLE Continued

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Student Cumulative Records Category

ITEM #

9. Evaluates student cumulative records periodically to determine accuracy and completeness.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 1 | 42 | 10 | 33 | 33 | 3 | 3 | 4 | |
| % | 4.4 | 95.6 | 2.3 | 97.7 | 23.3 | 76.7 | 76.7 | 7.0 | 7.0 | 9.3 | 1.49 |

10. Maintains a secure place for storage of cumulative records.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | -- | 45 | 1 | 44 | 42 | 3 | -- | -- | -- | 45 | |
| % | -- | 0 | 2.2 | 97.8 | 93.3 | 6.7 | -- | -- | -- | 100 | 4.00 |

11. Designs an easily accessible student information system.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | -- | 45 | 6 | 39 | 15 | 24 | 10 | -- | -- | 31 | |
| % | -- | 100 | 13.3 | 86.7 | 38.5 | 61.5 | 24.4 | -- | -- | 75.6 | 3.27 |

12. Devises a policy concerning access to student information.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | -- | 45 | 18 | 25 | 8 | 20 | 19 | 1 | 2 | 8 | |
| % | -- | 100 | 41.9 | 58.1 | 28.6 | 71.4 | 63.3 | 3.3 | 6.7 | 26.7 | 1.97 |

TABLE

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Discipline Category

| ITEM # | | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. Prioritizes student discipline problems in need of solution. | f | 10 | 35 | -- | 35 | 2 | 32 | 25 | 1 | 1 | 7 | |
| | % | 22.2 | 77.8 | -- | 100 | 5.9 | 94.1 | 73.5 | 2.9 | 2.9 | 20.6 | 1.707 |
| 2. Obtains information from a variety of sources when analyzing particular discipline problems. | f | -- | 45 | -- | 45 | 4 | 39 | 28 | -- | -- | 15 | |
| | % | -- | 100 | -- | 100 | 9.3 | 90.7 | 65.1 | -- | -- | 34.9 | 2.05 |
| 3. Designs specific strategies for handling frequently occurring discipline problems. | f | 7 | 38 | 1 | 37 | 1 | 35 | 22 | 2 | 12 | 12 | |
| | % | 15.6 | 84.4 | 2.6 | 97.4 | 2.8 | 97.2 | 61.1 | 5.6 | 33.3 | 33.3 | 2.06 |
| 4. Maintians written records of all disciplinary actions taken. | f | 9 | 36 | -- | 35 | 9 | 27 | 4 | 1 | -- | 30 | |
| | % | 20.0 | 80.0 | -- | 100 | 25.0 | 75.0 | 11.4 | 2.9 | -- | 85.7 | 3.60 |

TABLE Continued

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Discipline Category

| ITEM # | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 5. Evaluates the effectiveness of disciplinary actions taken. | | | | | | | | | | | |
| f | 3 | 42 | -- | 42 | 1 | 40 | 40 | 1 | -- | 1 | |
| % | 6.7 | 93.3 | -- | 100 | 2.4 | 97.6 | 95.2 | 2.4 | -- | 2.4 | 1.10 |

TABLE

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Curriculum Category

ITEM #

1. Designs curriculum organization for the optimal utilization of staff.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 4 | 41 | 4 | 37 | 10 | 28 | 21 | 1 | -- | 16 | |
| % | 8.9 | 91.1 | 9.8 | 90.2 | 26.3 | 73.7 | 55.3 | 2.6 | -- | 42.1 | 2.29 |

2. Designs curriculum obejctives incorporating boards of education recommendations.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 9 | 34 | 11 | 20 | 12 | 12 | 12 | 1 | 1 | 10 | |
| % | 20.9 | 79.1 | 35.5 | 64.5 | 50.0 | 50.0 | 50.0 | 4.2 | 4.2 | 41.7 | 2.38 |

3. Reviews community background, present programs, and current course offerings to determine need for new curricula.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 1 | 38 | 10 | 31 | 16 | 2 | 1 | 23 | |
| % | 4.4 | 95.6 | 2.6 | 97.4 | 24.4 | 75.6 | 38.1 | 4.8 | 2.4 | 54.8 | 2.74 |

4. Designs curriculum based on results of needs assessment.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | 4 | 36 | 8 | 30 | 14 | 4 | -- | 20 | |
| % | 6.7 | 93.3 | 10.0 | 90.0 | 21.1 | 78.9 | 36.8 | 10.5 | -- | 52.6 | 2.68 |

TABLE Continued

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Curriculum Category

ITEM #

5. Determines which educational programs need revision based on parent, teacher, and student input.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 2 | 38 | 11 | 30 | 17 | 4 | 1 | 20 | |
| % | 2.2 | 97.8 | 5.0 | 95.0 | 26.8 | 73.2 | 40.5 | 9.5 | 2.4 | 47.6 | 3.57 |

6. Determines curriculum areas needing modification.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | -- | 45 | 2 | 38 | 12 | 31 | 20 | 2 | -- | 20 | |
| % | -- | 100 | 5.0 | 95.0 | 27.9 | 72.1 | 47.6 | 4.8 | -- | 47.6 | 2.48 |

7. Selects instructional materials based on individual student needs.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 9 | 36 | 1 | 35 | 8 | 28 | 19 | -- | 1 | 16 | |
| % | 20.0 | 80.0 | 2.8 | 97.2 | 22.2 | 77.8 | 52.8 | -- | 2.8 | 44.4 | 2.39 |

8. Determines desirable curriculum changes based on classroom observation information, teacher discussions, etc.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale: Informal | Product Scale: Input | Product Scale: Process | Product Scale: Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 1 | 44 | 1 | 42 | 9 | 32 | 27 | 2 | 1 | 11 | |
| % | 2.2 | 97.8 | 2.3 | 97.8 | 22.0 | 78.0 | 65.9 | 4.9 | 2.4 | 26.8 | 1.90 |

TABLE Continued

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Curriculum Category

ITEM #

9. Conducts a follow-up study to determine the extent to which school curricula have met student needs.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 8 | 37 | 4 | 33 | 13 | 21 | 13 | 1 | 3 | 14 | |
| % | 17.8 | 82.8 | 10.8 | 89.2 | 38.2 | 61.8 | 41.9 | 3.2 | 9.7 | 45.2 | 2.58 |

10. Assesses extent to which curriculum content is perceived as being relevant by students, teachers, and business and community members.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 6 | 39 | -- | 34 | 9 | 29 | 20 | 1 | 1 | 17 | |
| % | 13.3 | 86.7 | -- | 100.0 | 23.7 | 76.3 | 51.3 | 2.6 | 2.6 | 43.6 | 2.39 |

11. Reviews student test data to determine need for new curriculum.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 4 | 40 | 1 | 34 | 5 | 33 | 26 | 2 | -- | 11 | |
| % | 9.1 | 90.9 | 2.9 | 97.1 | 13.2 | 86.8 | 66.7 | 5.1 | -- | 28.2 | 1.90 |

12. Plans a system for evaluating student progress toward instructional objectives.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 14 | 30 | 1 | 38 | 5 | 24 | 19 | -- | -- | 10 | |
| % | 31.8 | 68.2 | 3.4 | 96.6 | 17.2 | 82.8 | 65.5 | -- | -- | 34.5 | 2.03 |

TABLE Continued

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Curriculum Category

ITEM #

13. Plans an instructional evaluation system.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 14 | 30 | 3 | 27 | 7 | 20 | 19 | 1 | -- | 6 | |
| % | 31.8 | 68.2 | 10.0 | 90.0 | 25.9 | 74.1 | 73.1 | 3.8 | -- | 23.1 | 1.73 |

14. Surveys current usage of instructional materials in schools.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 5 | 40 | 1 | 38 | 1 | 37 | 31 | 1 | 1 | 6 | |
| % | 11.1 | 88.9 | 2.6 | 97.4 | 2.6 | 97.4 | 79.5 | 2.6 | 2.6 | 15.4 | 1.54 |

15. Evaluates currently used instructional materials.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 5 | 40 | 1 | 36 | 2 | 36 | 33 | -- | 1 | 6 | |
| % | 11.1 | 88.9 | 2.7 | 97.3 | 5.3 | 94.7 | 82.5 | -- | 2.5 | 15.0 | 1.50 |

16. Selects most appropriate methods for evaluating instructional program and teaching effectiveness.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 3 | 37 | 6 | 33 | 26 | -- | -- | 14 | |
| % | 4.4 | 95.6 | 7.5 | 92.5 | 15.4 | 84.6 | 65.0 | -- | -- | 35.0 | 2.05 |

TABLE Continued

Summary of Descriptive Statistics (Frequencies and Percentages)
for External Observation Form Items in the
Curriculum Category

ITEM #

17. Decides what methods are to be used in evaluating progress toward instructional objectives.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 20 | 25 | -- | 25 | 4 | 20 | 14 | 2 | 1 | 8 | |
| % | 44.4 | 55.6 | -- | 100.0 | 16.7 | 83.3 | 56.0 | 8.0 | 4.0 | 32.0 | 2.12 |

18. Arranges for classroom visitation by subject matter specialists to observe classroom practices and make recommendations to teachers.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 7 | 34 | 7 | 30 | 18 | 3 | -- | 17 | |
| % | 4.4 | 95.6 | 17.1 | 82.9 | 18.9 | 81.1 | 47.4 | 7.9 | -- | 44.7 | 2.42 |

19. Plans in-service training to help teachers develop skills necessary for solving instructional problems.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 3 | 42 | 9 | 27 | 8 | 27 | 5 | 1 | -- | 28 | |
| % | 6.7 | 93.3 | 25.0 | 75.0 | 22.9 | 77.1 | 14.7 | 2.9 | -- | 82.4 | 3.50 |

20. Selects most appropriate procedures for assessing teaching method effectiveness.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | 4 | 37 | 5 | 33 | 25 | 1 | 1 | 12 | |
| % | 4.4 | 95.7 | 9.8 | 90.2 | 13.2 | 86.8 | 64.1 | 2.6 | 2.6 | 30.8 | 2.00 |

TABLE Continued

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Curriculum Category

ITEM #

21. Plans individual teacher conferences to discuss their instructional effectiveness.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | -- | 45 | -- | 43 | 13 | 31 | 13 | -- | -- | 32 | |
| % | -- | 100.0 | -- | 100.0 | 29.5 | 70.5 | 28.9 | -- | -- | 71.1 | 3.13 |

22. Plans in-service meetings for teachers to familiarize them with services offered by subject matter specialist.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 6 | 39 | 13 | 22 | 6 | 20 | 5 | 1 | 1 | 20 | |
| % | 13.3 | 86.7 | 37.1 | 62.9 | 23.1 | 76.9 | 18.5 | 3.7 | 3.7 | 74.1 | 3.33 |

23. Evaluates attainment of in-service training objectives.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 8 | 36 | 4 | 30 | 1 | 30 | 30 | 1 | -- | 1 | |
| % | 18.2 | 81.8 | 11.8 | 88.2 | 3.2 | 96.8 | 93.8 | 3.1 | -- | 3.1 | 1.13 |

24. Assesses teacher-implemented instructional evaluation programs.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 7 | 38 | 1 | 37 | 2 | 34 | 33 | -- | -- | 4 | |
| % | 15.6 | 84.4 | 2.6 | 97.4 | 5.6 | 94.4 | 89.2 | -- | -- | 10.8 | 1.32 |

TABLE Continued

Summary of Descriptive Statistics (Frequencies and Percentages) for External Observation Form Items in the Curriculum Category

ITEM #

25. Judges which teachers need help in designing better classroom environments.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | -- | 45 | -- | 43 | 2 | 42 | 34 | 4 | -- | 7 | |
| % | -- | 100.0 | -- | 100.0 | 4.5 | 95.5 | 75.6 | 8.9 | -- | 15.6 | 1.55 |

26. Selects methods for assisting teachers in developing more effective practices.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 4 | 41 | 3 | 33 | 3 | 34 | 25 | 1 | 1 | 11 | |
| % | 8.9 | 91.1 | 8.3 | 91.7 | 8.1 | 91.9 | 65.8 | 2.6 | 2.6 | 28.9 | 1.95 |

27. Collects data on staff and curriculum organization needs.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 2 | 43 | -- | 43 | 5 | 37 | 19 | 4 | -- | 20 | |
| % | 4.4 | 95.6 | -- | 100.0 | 11.9 | 88.1 | 44.2 | 9.3 | -- | 46.5 | 2.49 |

28. Evaluates the effectiveness of both subjective and objective grading procedures.

| | NA | A | System Does? Yes | System Does? No | Required Yes | Required No | Product Scale Informal | Product Scale Input | Product Scale Process | Product Scale Product | Product Mean |
|---|---|---|---|---|---|---|---|---|---|---|---|
| f | 5 | 40 | -- | 38 | 4 | 36 | 27 | 7 | 2 | 4 | |
| % | 11.1 | 88.9 | -- | 100.0 | 10.0 | 90.0 | 67.5 | 17.5 | 5.0 | 10.0 | 1.58 |